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Key Points

This is an updated version of USCC PAM 6-22: The Cadet Chain of Command Leadership Evaluation & Development Procedures

TAB A: USCC PAM 6-22

1. **PURPOSE:** To request the Commandant's approval on the USCC PAM 6-22, Cadet Chain of Command Leadership Evaluation & Development Procedures
2. **BACKGROUND:** This is a key document that multiple directorates within USCC reference. It is also particularly relevant for the Cadet Chain of Command and the execution of their respective military duties in both academic and summer training environments.
3. **DISCUSSION:** The USCC PAM 6-22 incorporates the administration and operation of the Cadet Chain of Command, as well as evaluation system and grading procedures at the United States Military Academy. This document has been initially reviewed by the Regimental Executive Officers, the Brigade Executive Officer, BTO, SACSP with the Leader Development Branch as the overall proponent.
4. **RESOURCE IMPACT:** N/A
5. **RECOMMENDATION:** The Commandant approves and signs USCC PAM 6-22.

APPROVED ☒

DISAPPROVED ☐

NOTED ☐

SEE ME ☐

COMMENT ☐

USCC PAM 6-22

United States Corps of Cadets

**The Cadet Chain of
Command Leadership
Evaluation and
Development
Procedures**

Headquarters
United States Corps of Cadets
West Point, NY

1 March 2016

UNCLASSIFIED

Headquarters
United States Corps of Cadets
West Point, NY
07 November 2016

USCC PAM 6-22

Personnel—General

The Cadet Chain of Command Leadership Evaluation and Development Procedures

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Commandant

United States Military Academy

History. This is the initial publication and replaces Chapter 13 of the USCC SOP.

Summary. This publication incorporates the administration and operation of the Cadet Chain of Command Leadership Evaluation and Developmental Procedures at the United States Military Academy.

Applicability. This publication applies to the United States Military Academy Corps of Cadets. It also applies to those individuals assigned, appointed,

or detailed to the United States Military Academy, and West Point Military Reservation.

Proponent and exception authority. The proponent of this pamphlet is the Leader Development Branch (LDB).

Suggested improvements. Users are invited to send comments and suggested improvements on DA Form 2028 (Recommended Changes

to Publications and Blank Forms) directed to the Chief Leader Development Branch, Bldg. 745, West Point, NY 10996.

Distribution. This publication is made in accordance with USCC command guidance. Approved for public release.

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CHAPTER 01 – AY Organization of the USCC

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1. Purpose. This publication provides information concerning the organization and duties of Cadets at the United States Military Academy. This publication is divided into three sections. The first section provides guidance for Cadets in the academic year, the second section covers summer organization and duties, and the third section covers leader development. Specific guidance is given to those Cadets appointed to positions of responsibility in the Chain of Command and to those assigned other selected staff duties. This publication enables Cadets to reference their primary areas of responsibilities in their assigned positions as well as those of their seniors and subordinates.

2. Leadership Development and Guidance. All Cadets will serve in a position of responsibility at some time during their four years. Accordingly, Cadets should seek to develop leadership skills within the broad guidance of this pamphlet and within the context of lessons learned during summer training and formal classroom presentations. In addition to the formalized Chain of Command and staff duties, Cadets share in implied responsibilities (e.g., upper-class responsibility in the enforcement of the West Point Leader Development System [WPLDS] and disciplinary system). The ultimate goal in discharging these responsibilities is the successful performance of an assigned mission or duty while maintaining a concern for the well-being of subordinates. This pamphlet provides written guidance concerning the responsibilities and duties of Commanders, staff officers, noncommissioned officers and leaders at all levels. Other sources, such as: the tactical officer; tactical noncommissioned officer; academic instructors; staff officers and noncommissioned officers; and other Cadets are also available and should be consulted. These persons have had varied experiences and are a rich source of information and ideas.

3. Leadership Development in Perspective. Leadership development of Cadets is an essential element within the total program of the Military Academy. The learning and practicing of leadership must be a part of all phases of Cadet life, including company, classroom, athletic field, and extracurricular activities. Leadership development activities must be complementary to, and supportive of, the character, intellectual, physical, and military development of Cadets at the Military Academy. There must be balanced and controlled participation in all phases of Cadet life. Specifically within the context of the duties outlined in this pamphlet, a balanced and controlled program means that Cadets are expected to perform their appointed duties diligently and conscientiously, but that Cadet duties must be designed and constrained so that they do not detract from academic and other essential programs. The delineation of Cadet duties provides the Tactical Officer and NCO a means to monitor, evaluate and ensure that the tasks and duties assigned to Cadets are meaningful and necessary. Cadet positions outlined in this pamphlet have been fully developed with the intent that assigned duties do not interfere with Cadet academic, military, or physical training responsibilities.

4. Organizational Changes. The Cadet brigade staff, Brigade Tactical Department (BTD) and the Leader Development Branch (LDB) are responsible for the evaluation of changes to the organizational structure of the Corps of Cadets and to make appropriate recommendations to the Commandant. Revisions are disseminated as missions change and areas of responsibility are added, deleted, or modified.

5. Continuity Books on Standard Procedures. Following completion of the summer training period, the Corps of Cadets returns to its normal academic year organization. At this time, all Cadets assume new positions of responsibility and leadership. To assist in a smooth transition and prompt execution of duties without unnecessary trial and error, each Cadet should maintain a continuity book of standard procedures. It is incumbent upon each Cadet to ensure that this book is kept up-to-date for his or her successor. These books should be organized by functional areas and include adequate examples of the different problems and forms which will be encountered by a future Cadet occupying the same position. It should also describe unique problems which arise at different times of the year, e.g., Reorganization Week and winter leave with viable solutions or recommendations.

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1. Organization.

a. Academic Year. During the academic year, the Corps of Cadets will be organized into a brigade of four regiments, each regiment having three battalions and each battalion having three companies. Each company will be organized into one headquarters platoon and three line platoons. The headquarters platoon will consist of four sections and the remaining three line platoons will consist of four squads.

b. Summer Period. During the summer training period, the Corps of Cadets will be organized as directed by the Commandant of Cadets.

2. Chain of Command.

a. General. In order to provide a maximum number of opportunities for leadership development, the Commandant prescribes periodic changes of certain personnel within the Chain of Command. Certain Cadets are assigned to command and staff positions for the entire academic year and serve as permanent captains. Cadets serving in a rotational position in the Chain of Command are appointed to a temporary rank. The duration of each rotational Chain of Command position is determined by the Commandant.

b. Criteria for Selection. The basis for selecting Cadets for Chain of Command positions is an evaluation of the whole Cadet. The requirement to develop the individual leadership skills of certain Cadets is also of primary importance. Evaluations should consider the following criteria:

- 1) Performance and attitude
- 2) Academic achievement
- 3) Conduct
- 4) Physical fitness
- 5) Maturity
- 6) Athletic participation
- 7) Extracurricular activity participation
- 8) Military bearing
- 9) Equal Opportunity goals
- 10) Developmental needs of the Cadet

c. Permanent Positions. The structure of the Cadet Chain of Command allows the Corps of Cadets to exercise the maximum degree of command and control over its particular organization. The stability created by the establishment of permanent positions contributes significantly to this objective. It maintains high standards while minimizing the effects of turbulence caused by rotational chains of command. The goal is to create the kind of good order, discipline, and stability that create a good leadership environment for all classes. Previous experience reflects that the following positions are those where continuity is essential:

- 1) Brigade Commander
- 2) Deputy Brigade Commander
- 3) Brigade Executive Officer
- 4) Regimental Commanders
- 5) Principal Brigade Staff (S1, S3, S4, Information System, Cadet Activities, and Athletic)

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- 6) Brigade and Regimental Honor Committee and Respect Executive Staff
- 7) Brigade Assistant Activities Officer for Publications
- 8) Brigade Public Affairs Officer
- 9) Brigade Command Sergeant Major
- 10) Regimental Command Sergeants Major
- 11) Regimental Executive Officer
- 12) Regimental S3

3. Seniority and Authority.

a. Seniority.

1) Except in academic sections, extracurricular activities, and athletic activities, seniority within each class is first determined by Chain of Command position, Cadet rank, and then by alphabetical order among those of equal rank.

2) Cadet Officers have the following rank order. The Commander at the next highest level will determine the rank order within each subparagraph.

- (a) Brigade Commander
- (b) Deputy Brigade Commander
- (c) Regimental Commanders
- (d) Brigade Executive Officer
- (e) Battalion Commanders
- (f) Principal Brigade Staff Captains
- (g) Regimental Executive Officers
- (h) Honor Committee Chairperson or Chairperson for Respect Council
- (i) Company Commanders
- (j) Assistant Brigade Staff Captains
- (k) Battalion Executive Officers
- (l) Regimental Staff Captains to include Respect and Honor Representatives
- (m) Honor Committee and Respect Vice-Chairpersons and Honor Executive Officer
- (n) Company Executive Officers
- (o) Platoon Leaders
- (p) Assistant Brigade Staff Lieutenants

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(q) Regimental Staff Lieutenants

(r) Battalion Staff Lieutenants

(s) Company Staff Lieutenants

3) For the purpose of academic section accountability, seniority is determined by the order in which names appear on section assignment lists.

4) Corps squad and competitive team captains are in charge of Cadet teams and clubs during practice, athletic events, and team or club trip sections, followed by First Class Cadets and then Second Class Cadets, by alphabetical order, by rank.

b. Temporary Position of Authority. Cadets detailed to special positions such as guard, duty officer, section marcher, and CCQ are senior to all other Cadets within their particular purview when performing their official duties.

4. Promotions. Upon meeting specific requirements, Cadets are promoted to the next higher grade of rank as outlined below. Additionally, Cadets must be proficient in conduct and proficient in military development (receipt of a grade of D or above in most recent academic term) to be eligible for promotion. Additionally, if a Cadet is flagged, then they are not eligible for promotion.

a. New Cadets. Upon entering the Academy and taking the Oath of Allegiance, Cadets receive the rank of New Cadet for the length of Cadet Basic Training.

b. Cadet Private. New Cadets who complete Cadet Basic Training will be promoted to Cadet Private at the conclusion of the Acceptance Day Parade.

c. Cadet Private First Class. Upon successful completion of all Cadet Basic Training tasks and achievement of 50 points or more in each APFT event, eligible Cadets are promoted to Private First Class at the designated time during second semester. Cadet PFCs will wear U.S. Insignia.

d. Cadet Corporal. Upon successful completion of all Cadet Field Training tasks and with a recommendation from the Cadet Chain of Command, eligible Cadet Privates First Class who have passed the APFT with a minimum of 60 points or more in each APFT event and who have met the height and weight requirements IAW AR 600-9 will be promoted to Cadet Corporals at the completion of Cadet Field Training. Cadet Corporals wear one bar.

e. Cadet Sergeant. Upon successful completion of their 3rd Class Year and with a recommendation from the Cadet Chain of Command, eligible Cadet corporals who have passed the APFT with a minimum of 60 points per event and have met the height and weight requirements IAW AR 600-9 will be promoted to Cadet sergeant during Graduation Week of their Third Class year. Cadet Sergeants wear the gray class shield and two bars unless serving in a position that requires wear of distinctive insignia (i.e. Color Sergeant).

f. Cadet Officer. With a recommendation from the Cadet Chain of Command, eligible Cadet sergeants who have passed the APFT with a minimum of 60 points per event and have met the height and weight requirements IAW AR 600-9 will be promoted to Cadet officer during Graduation week of their second Class year. Cadet officers will wear the black class shield and three bars and will be designated as lieutenants unless serving in a position with increased rank or that requires wear of distinctive insignia.

5. Cadets not qualified for Promotion. Cadets who fail to meet the requirements for the next higher grade of rank at normal progression will wear the class shield of their class year and their current grade of rank (i.e. yellow class shield and U.S insignia for yearlings that are not promoted to corporal).

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a. The Cadet Chain of Command must provide opportunities for Cadets to retrain and retest in events that qualify them for promotion. Requests for exceptions to promotion criteria are forwarded by the Cadet Chain of Command through the Tactical Officer to the Regimental Tactical Officer for approval.

6. Reductions in Rank. As a result of disciplinary action, Cadets may be reduced in rank. Demoted Cadets will wear their reduced rank on all uniforms along with the class shield corresponding to their Class year. Failure of the APFT or enrollment in the ABCP will not cause reduction in rank. Demoted Cadets will be assigned in a duty position commensurate of their class as determined by the Tactical Officer. If assigning a demoted Cadet in a duty position commensurate of their class will be detrimental to the good order and operation of the unit then they may be assigned in a duty position that corresponds to their reduced rank. Key to this process however is coordinating such reassignments with the Leader Development Branch in USCC.

7. Cadet Flags. Cadets who receive a flag or are “flagged” have a suspension of favorable actions until that flag is removed. The following policy will apply to Cadets that are failing to meet expectations in the academic, military, or physical programs or have a transgression with regards to character. As the Army utilizes the flag as a tool to withhold favorable actions upon Soldiers, so too, will USCC and BTM utilize the flag to do the same for the Corps of Cadets. It is first appropriate to differentiate the various flags and to clearly articulate the correlation of each flag to developmental measures.

- a. The SCPME is the proponent to initiate all Honor and Respect flags, while BTM is the proponent for all others. BTM is lead on enforcement.
- b. **Flag Categories:** The following flags describe a particular area or shortcoming in the cadet curriculum. Each flag has different corresponding actions.
 1. Academic and MD Grade Mid-Term “F”
 2. Army Physical Fitness Test (APFT)
 3. Army Body Composition Program (ABCP)
 4. Military Development (MD) Grade – F
 5. Honor/Respect/Conduct Violations & Military Development Grade – F
 6. Program Evaluative Goal (PEG) Point Deficiency
- c. **Flag – Academic/Military Mid-Term:** Cadets are flagged for academics for having a failing grade with 50% or greater of a course complete. Cadets are flagged for military development if receiving an “F” at mid-term grades. Actions imposed on Cadets who are flagged for academics or military development can include the following, but ultimately are at the discretion of the Tactical Officer:
 1. Pass, POV,OPP and walking Privileges revoked until receiving a C- or higher in the course in question
 2. Mandatory participation in ESP six days a week
- d. **Flag – Army Physical Fitness Test:** Cadets are flagged for a failure of a record APFT. Actions imposed on Cadets who are flagged for failure of an APFT are the following:
 1. Pass, POV, OPP and walking privileges revoked until Cadet passes a 90 day re-test
 2. Ineligible for promotion to the next rank (will move to the next higher class of Cadet, but will retain their rank)

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3. Ineligible for a leadership position (non-staff) to include Team Leader. If failure occurs in the middle of term, BTO discretion if they are removed from position to a staff role.
 4. Cadets out of tolerance for completion of the APFT will also be flagged. Cadets must take the APFT every 6 months IAW AR350-12. If at 12 months a Cadet has not taken and passed an APFT they are to be flagged and notified that at 18 months they are subject to separation IAW AR 210-26.
- e. **Flag – Army Body Composition Program:** Cadets are flagged for ABCP if their body composition is not IAW AR600-9. Actions imposed on Cadets who are flagged for ABCP are subjected to the following:
1. Pass, POV, OPP and walking privileges revoked until Cadet complies with body composition IAW AR600-9
 2. Enrollment into the Army Body Composition Program.
 3. Ineligible for promotion to the next rank (will move to the next higher class of Cadet, but will retain their rank)
 4. Ineligible for a leadership position (non-staff) to include Team Leader. If enrolled into ABCP occurs in the middle of term, BTO discretion if they are removed from position to a staff role.
 5. See memorandum of agreement between the Commandant and Athletic Director for handling Cadets in the Selected Athlete Program.
- f. **Flag – Honor, Respect, Misconduct or Conduct Violation and MD-F:** Cadet are flagged for the aforementioned areas if they are found to have violated the honor code, committed a respect violation, demonstrated a gross transgression as it pertains to conduct or received a final MD grade of “F”. Actions imposed on Cadets who are flagged for these issues may include the following IAW the decision of the adjudicating authority:
1. Enrollment into the Special Leader Development Program
 2. Pass, POV, OPP and walking privileges revoked until Cadet completes their respective Special Leader Development Program
 3. Reduction in rank to PFC for upper-class Cadets and ineligible for promotion for 4th Class Cadets until complete with SLDP.
 4. Excluded from representing the Academy through participation in Corps Squad and/or Club Squad activities, including participating in games/competitions, traveling with the team or club, and officially representing the Academy as a member of the team or club. Cadets are allowed to continue practicing with the team and attend club meetings at the Academy.
 5. Excluded from participation in public relations activities such as CPRC, media interviews or as an invited guest to external events. Participation in community service projects as a part of SLDP-H are approved exceptions.
 6. Excluded from otherwise representing USMA at official functions, conferences, or trip sections both at and away from the Academy.
 7. Removed from positions of responsibility to include but not limited to the chain of command (down to and including team leader) and Club CIC or staff. The Commandant retains the authority to remove a Cadet from a Club Squad Team and the Superintendent retains the authority to remove a Cadet from a Corps Squad Team.

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- g. **Flag – P.E.G. Point deficiency:** Cadets are flagged for a P.E.G. point deficiency if their cumulative score in a pillar falls below the minimum threshold for their class year and term.
 - 1. For APSC, administrative and corrective measures are outlined in the Dean's Policy and Operating Memorandum 02-6, Academic Probation and Deficiency in Academic Program Score.
 - 2. For MPSC or PPSC Deficiency the following apply:
 - a. Pass, POV, OPP and walking privileges revoked. TAC officers may submit a memorandum through the BTO requesting the granting of privileges based off performance and progress.
 - b. Limited to participation in one extracurricular activity or corps/club squad sport at a time.
 - c. Ineligible to participate in events which involve the loss of time meant for physical or military development (e.g. voluntary trip sections, voluntary spectator at home athletic contests, DCA trips, voluntary lectures or films, CPRC etc.), except for participation in a single extracurricular activity as outlined above. Participation in a mandatory educational trip that is required for a course is permitted.
 - d. TAC officers can apply additional administrative actions to each individual Cadet as they see fit, based off the uniqueness of a deficiency in either the physical or military program. The autonomy provided TAC officers will assist in forming the most advantageous development plan. Any actions that are codified for single points of failure as outlined in the above flag categories, could be leveraged as part of the developmental plan of action for a Cadet flagged for an MPSC or PPSC P.E.G. point deficiency.
 - e. TAC officers may also submit through to the BTO a memorandum waiving the restrictions outlined above, if a Cadet is showing improvement

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CHAPTER 02- Duties of the Brigade Chain of Command

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1. General. The development of a sense of responsibility for maintaining exemplary professional standards and a strong concept of duty is inherent in the mission of the Military Academy to prepare Cadets for service as commissioned officers in the United States Army. In pursuit of this mission, Cadets' responsibilities in the Chain of Command are designed to:

- a. Provide designated command and control of all Cadets appointed to their unit, team, or section.
- b. Train and develop subordinate Cadets primarily in their own Chain of Command.
- c. Foster a spirit of Duty, Honor, and Country within the Corps of Cadets.
- d. Perform the requirements and meet the obligations associated with their positions.
- e. Act as a role model of self-discipline, soldierly appearance, conscientiousness toward duty, dedication to excellence in all phases of Academy life to include personal conduct for all underclass Cadets and peers.

2. Chain of Command Duties in Perspective. Setting the example in self-discipline and attitude is the most important role of the Cadet Chain of Command. Loyalty to the organization and institution must take priority over loyalty to friends. Chain of Command duties should not be expanded or intensified so that academic, military development or physical education activities receive less attention than is appropriate. Therefore, if essential Chain of Command duties are compromising an individual's opportunities for learning and self-development, the Tactical Officer will be notified and will make accommodations. However, many of the most important aspects of Cadet Chain of Command duties (enforcement of regulations, exemplifying soldier behavior, etc.) should not be inherently time consuming but require the practice and enforcement of high standards.

3. Cadet Commanders. In the Army, ultimate responsibility for all that occurs within a military unit rests with the Commander of that unit. Legal authority for command within the Corps of Cadets rests with the Commandant and the Tactical Officers. The Commander delegates certain authority to selected officers and Cadet subordinates. Both officers and Cadets hold responsibilities for command in USCC. In the Corps of Cadets, command positions are designated at all levels of unit organization and include those of the Brigade Commander, Regimental Commanders, Battalion Commanders, and Company Commanders.

a. In the absence of both the Commander and the designated second-in-command, the next ranking Cadet will assume an acting role and will support the philosophy of the Commander. The senior Cadet present automatically assumes this leadership responsibility as a prerequisite to the continuation of command presence and the maintenance of good order and discipline within the unit.

b. In addition to performing the specific duties outlined in this pamphlet, Commanders and NCO leaders from the Brigade Commander down to and including Team Leaders will perform the following:

- 1) Execute developmental tasks in accordance with USCC PAM 6-22.
- 2) Monitor the overall development of subordinates; provide assistance and feedback to the Cadet and officer Chain of Command.

4. Cadet Staff Officers and NCOs. Staff officers are assigned functional areas of interest and responsibility for accomplishing tasks. Staff officers assist the Commander in his or her decision-making by acquiring, analyzing, and coordinating information, and most importantly, by presenting essential information to the Commander with recommendations so that he or she will be able to make the very best decision. The assignment of staff responsibilities carries no connotation of command authority over subordinate unit staff officers or over any other elements of the command. However, staff officers closely coordinate with and normally honor informal requests for information from higher level staffs. They must keep the Commander routinely informed as to the impact of these coordination requirements and requests. Additionally, staff officers of a higher headquarters may make recommendations and may offer advice to subordinate Commanders. However, the higher Commander is the final

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authority in the issuance of all orders from a higher headquarters requiring or prescribing action by a subordinate unit of the command.

a. Staff officers at all levels will maintain continuity folders for their respective positions. Staff officers will also maintain digital files for continuity and access. If available, Staff Officers will create continuity files that enable collection of data and continuity. This will be done with the assistance of the Brigade S6.

b. Executive Officers at all levels will ensure that their staff officers maintain continuity folders.

5. Brigade Commander. The Brigade Commander is the Cadet Commander of the Corps of Cadets and is responsible to the Commandant of Cadets for the overall performance of the Corps of Cadets. The Brigade Commander exercises this responsibility through the Cadet Chain of Command.

Specific duties include:

a. Commands the Corps of Cadets.

b. Provides the principal formal and informal, two-way communications link between the Brigade Tactical Officer, the Commandant, and the Corps of Cadets.

c. Establishes specific goals and objectives early in the academic year to give direction to the Corps of Cadets. Provides for and coordinates the resources necessary to meet the established goals and objectives.

d. Inspects as required to determine the state of appearance, discipline, morale, maintenance, training, and administrative and logistical support of the Corps of Cadets. Provides feedback to the Commandant and the Cadet Chain of Command.

e. Represents USMA and the Corps of Cadets at official functions and on special occasions, such as media interviews and official luncheons and dinners.

f. Establishes policies for the supervision and coordination of the brigade staff and execute these through the Brigade Executive Officer.

g. Serves as Commander of troops at ceremonies.

h. Fosters command interest in the Honor System and monitor attitudes toward the Cadet Honor Code through the Cadet Honor Captain. Serve as an ex officio member of the Cadet Honor Committee.

i. Fosters Command interest to the Respect Program Advisory Council and the respect training for the Corps of Cadets through the Respect Chairperson. Serves as an ex officio member of the Respect Advisory Council.

j. Exercises command supervision over the functions of the all class committees.

k. Serves as the trip Commander on designated Cadet trips involving more than a Regiment and publishes appropriate orders.

l. Monitors the execution of the West Point Leader Development System (WPLDS).

6. Brigade Command Sergeant Major. The Brigade Command Sergeant Major (Command Sergeant Major) is the senior Cadet Noncommissioned Officer and the direct subordinate of the Brigade Commander. The Command Sergeant Major executes established policies and standards pertaining to the performance, training, appearance, and conduct of Cadet Noncommissioned Officers and privates.

Specific duties include:

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- a. Establishes and maintains liaison with the Senior Enlisted Leader of the BTD. Performs other duties as determined by the Command Sergeant Major, USCC.
- b. Advises and initiates recommendations to the Brigade Commander and staff in matters concerning Cadet Noncommissioned Officers and Privates.
- c. Establishes and maintains communication with the Cadet Noncommissioned Officers and privates through Cadet Noncommissioned Officers channels.
- d. Assists in the dissemination of information, approved policies, and details necessary for the daily operation and maintenance of the Corps of Cadets.
- e. Through periodic inspections, monitors the police of the Cadet area. Devises and implements a strategy for spirit missions clean up.
- f. Coordinates fall and spring clean-up.
- g. Manages coordination and tracking of Brigade Fatigue Tour projects.
- h. Establishes and maintains liaison with the Regimental Command Sergeants Major. Develops a plan to ensure that the NCO Chain of Command is working to provide unity of effort in support of the Commander's intent down to the Company First Sergeant Level.
- i. Assists the Brigade Commander in inspections and award ceremonies.
- j. Through periodic inspection of formations, drill periods, training events, and barracks, monitors the level of performance and status of training, appearance, discipline, and morale of the Corps of Cadets. Provides feedback to the Brigade Commander.
- k. Maintains a continuity file to assist future Brigade Command Sergeants Major.

7. Deputy Brigade Commander. The Deputy Brigade Commander assumes command of the Corps of Cadets in the absence of the Brigade Commander. Serves as the Brigade Commander's principal assistant in exercising the responsibility to the Commandant of Cadets for the overall performance of the Corps of Cadets.

Specific duties include:

- a. Maintains close liaison with Deputy Commandant, USCC and the Brigade Tactical Department Executive Officer. Performs other duties as assigned.
- b. Executes missions and represents the Corps of Cadets in the absence of the Cadet Brigade Commander.
- c. Serves as a special advisor to the Brigade Commander to help determine and solve problems within the Corps of Cadets.
- d. Supervise the administration of the WPLDS to ensure unity of effort and compliance with established standards throughout the Corps of Cadets. Keep the Brigade Commander informed of the program's status.
- e. Additionally, supervises the following Primary Staff Captains:
 - 1) BDE Academic Officer
 - 2) BDE Energy and Environmental Officer
 - 3) BDE Chair for Health and Awareness
 - 4) BDE MWR Officer
 - 5) BDE Athletic Officer
 - 6) BDE Student Athlete Advisory Committee Officer

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8. Brigade Executive Officer. The Brigade Executive Officer is responsible to the Brigade Commander for the execution of staff tasks and the coordinated efforts of the staff members to ensure that they perform as an entity and not as separate staff sections. The Brigade Executive Officer transmits the Brigade Commander's guidance and decisions to the staff and other agencies when applicable, in the name of the Commander.

Specific duties include:

- a. Establishes a liaison between the brigade staff and USCC staff.
- b. Maintains close liaison with Brigade Tactical Department Executive Officer.
- c. Formulates policy for the operation of the staff; coordinates and supervises the activities of the staff in support of the Brigade Commander's guidance and decisions.
- d. Keeps the Brigade Commander informed of staff actions and requirements and the tasks received by the Corps of Cadets from outside agencies.
- e. Supervises preparation of operations orders to be issued by the Brigade Commander.
- f. Responsible to the Brigade Commander for the good order, discipline, billeting, internal administration, supply, training, morale, and general efficiency of the brigade staff.
- g. Maintains liaison and conducts staff coordination with the Regimental Executive Officers. Provides assistance as required.
- h. Performs other duties as directed by Brigade Tactical Department Executive Officer.
- i. Supervises the administration of the following Primary Staff Captains:
 - 1) BDE S1
 - 2) BDE S2/PAO
 - 3) BDE S3
 - 4) BDE S4
 - 5) BDE S6

9. HHC Commander. Responsible to the Brigade Commander in executing established policies and standards pertaining to the performance, training, appearance, and conduct of the brigade staff.

Specific duties include:

- a. Advises and initiates recommendations to the Brigade Commander in matters concerning brigade staff. Adjudicates and makes recommendations to BDE Commander and Brigade Tactical Department Executive Officer on all disciplinary actions involving Brigade Staff and HHC members.
- b. Provides accurate, daily personnel status reports to the Brigade Adjutant and Brigade Executive Officer.
- c. Maintains current copies of the USCC SOP; daily bulletins; and policy memoranda. Posts all changes promptly and properly.
- d. Establishes and maintains suspense files. Ensures that all suspenses are met.
- e. Inspects room appearance during AMI and PMI. Inspects all Common areas and ensures the HHC area is in a high state of police.

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- f. Performs duties as the Training Officer for the Headquarters Company. Maintains all tracking and accountability for HHC Cadets at mandatory training events and required missions with parent Cadet companies.
- g. Ensures HHC personnel compliance with Company Athletics attendance.
- h. Updates and manages the HHC SOP; ensures compliance by all members of HHC.
- i. Performs other duties as determined by the Brigade Executive Officer.
- j. Performs any additional duties as appointed by the HHC Tactical Officer.

10. HHC First Sergeant.

Specific duties include:

- a. Establishes liaison with the Brigade Tactical Department SGM and performs other duties as directed.
- b. Prepares rosters for assignment of recurring duties.
- c. Ensures that all leave forms and passbooks are submitted on time and in proper format.
- d. Monitors the police of the brigade hallway, conference room, and orderly rooms through periodic inspections.
- e. Prepares status reports in accordance with established policies.
- f. Performs duties as the Company Administrative Sergeant for the Headquarters Company.
- g. Tracks all Sick Call and BDE Staff profiles. Ensures Cadets turn pink copy of Cadet excuse forms to Tactical Officer. Checks that departure and return times correspond with entries in the company departure book.
- h. Serves as the principal manager of tour cards and disciplinary tracking actions for HHC.

11. Brigade Adjutant. The Brigade Adjutant has primary staff responsibility for personnel and administrative matters pertaining to the Corps of Cadets and is supervised by the Brigade Executive Officer. Serves as the principal advisor on administrative procedures and regulations. Responsible for coordinating the assignment of guards, ushers, escorts, duty officers, and similar recurring duties. In addition, the Brigade Adjutant provides staff supervision of the Central Guard Room and transient barracks. The Brigade Adjutant has a staff to execute his or her duties in a timely and efficient manner. These Cadets on the S1 staff perform duties as directed by the Brigade Adjutant as specified.

Specific duties include:

- a. Maintain close liaison with the SI, USCC.
- b. Actively supervises assistants in the performance of their duties. This includes the apportionment of tasks, providing guidance for task accomplishment, supervision of task accomplishment, and providing performance feedback.
- c. Prepares correspondence and reports as directed by the Brigade Commander, Deputy Brigade Commander, and Executive Officer.
- d. Provides information concerning personnel and administrative matters as a part of the staff planning process for Corps-level activities.
- e. Prepares the administrative annexes for operation orders issued by the Brigade Commander.

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- f. Maintains accountability of the Corps of Cadets.
- g. Serves as the Cadet proponent for guard duties and any associated USCC SOP Chapter that pertain to accountability and actions of assigned Cadet guards and duty officers.
- h. Receives required guard logs and performance reports from outgoing senior officer of the guard. Forwards performance reports to Tactical Officers. Reviews guard logs and follows up on discrepancies noted to ensure the appropriate agency takes corrective action. Disseminates specific information to appropriate staff members. Maintains a file of all guard logs. Inspects all digital 1594 documents generated in the Central Guard Room.
- i. Ensures that sufficient quantities of all forms, regulations, manuals, and administrative supplies required for the efficient operation of the CGR are available. Posts changes to all regulations.
- j. Maintains a roster of all personnel residing in transient barracks.
- k. Conducts weekly inspections of the transient barracks to ensure that appropriate standards of appearance, decorum, and performance are maintained.
- l. Provides feedback to the Brigade Commander concerning the performance of the various guard details.
- m. Through the Chain of Command, tasks subordinate units to fill escort requirements.

12. Deputy Brigade Adjutant. The Deputy Brigade Adjutant has primary staff responsibility for personnel and administrative matters pertaining to the Corps of Cadets in the absence of the BDE Adjutant and is supervised by the primary adjutant. Serves as the principal advisor on administrative procedures and regulations to the Brigade Adjutant. The Deputy Adjutant is primarily responsible to ensure the 4 S1 assistant staff members perform their duties IAW established SOP and work to support the BDE Commander as directed.

Specific duties include:

- a. Maintains current file copies of the USCC SOP, USCC Regulation 351-1, *The Cadet Discipline System*, and other administrative memoranda published by USCC and the brigade staff. Clarifies and coordinates the implementation of regulations and policies with the SI, USCC and the Regulations and Discipline Officer, USCC.
- b. Consolidates and forwards recommended changes to the USCC SOP and USCC Regulation 351-1.
- c. Provides liaison with the Center for Personal Development (CPD) as required.
- d. Receives daily accountability reports for clubs and activities with special authorizations which include absences from drill and ceremony and company athletics.

13. Brigade Assistant Adjutant for Human Resources. Under the supervision of the Brigade Adjutant, serves as the Cadet expert and focal point for matters pertaining to human resources.

Specific duties include:

- a. Accountability manager for the Corps of Cadets. Responsible for all accountability reports generated by the Corps of Cadets both automated and in hard copy. Distributes and provides quality control for morning and TAPs accountability reports for the Brigade S1.
- b. Serves as the Cadet Secretary of the General Staff and performs those duties as directed by the Brigade Adjutant.

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14. Brigade Assistant Adjutant for Regulations and Discipline. Under the supervision of the Brigade Adjutant, serves as the Cadet expert and focal point for matters pertaining to Cadet regulations and discipline. Works in conjunction with USCC Regulations and Discipline Officer.

Specific duties include:

- a. Plans, coordinates, and manage the execution of punishment tours in concert with Brigade Assistant S3 and S4.
- b. Briefs fatigue tour and room tour supervisory personnel. Answers questions regarding tours and check tour inspections.
- c. Conducts an annual review of the USCC SOP and makes recommendations for changes.
- d. Ensures the Brigade Duty Officer maintains the Tour accountability for HHC.
- e. Collects data as needed for the BTD Regs and Discipline Officer. Ensures corps wide compliance and tracking for SOP on- line testing.
- f. Serves the BDE Commander as the subject matter expert on all SOP and regulation related issues.

15. Brigade Assistant Adjutant for Escorts and Protocol. Under the supervision of the Brigade Adjutant, serves as the liaison between BTD S3, USCC and Cadet escorts.

Specific duties include:

- a. Briefs all Cadet escorts on their duties.
- b. Coordinates all escort requirements involving visiting groups through the USCC S-3.
- c. On order, supervises and coordinates for escort missions and requirements as directed by the Academic Departments or the Dean.
- d. In conjunction with the BDE S2, maintains liaison with the USMA protocol office at all times.

16. Brigade Assistant Adjutant for Guards. Under the supervision of the Brigade Adjutant is responsible for scheduling and monitoring of Cadet guards.

Specific duties include:

- a. Ensures that each member of the incoming guard detail is briefed by predecessor on guard duties.
- b. Maintain the Brigade Duty Officer book and monitors updates for all Central Guard Room documents located in the CGR SOP handbook.
- c. Performs duties in the Central Guard Room as directed by the Headquarters Company Tactical Officer and OC.
- d. On each Thursday, briefs selected members of the weekend or holiday guard detail.
- e. Briefs all incoming Brigade Duty Officers on their required duties.
- f. Prepares the following lists and rosters in accordance with Army Regulation 220-45 and distribute them to the regiments: upper-class guards, ceremony guards, auditorium ushers for lectures and briefings, and football or ceremony ushers.

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g. Conducts weekly inspections of CGR to ensure that appropriate standards of appearance, decorum, and performance.

17. Brigade Public Affairs Officer (PAO/S2/S5). The Brigade Public Affairs Officer has primary staff responsibility for intelligence, personnel and property security, and safety matters pertaining to the Corps of Cadets. This Cadet is supervised by the Brigade Executive Officer and serves as the principal advisor on intelligence, physical security, safety, and public affairs.

Specific duties include:

a. Through the Brigade Executive Officer, keeps the Brigade Commander informed of all matters pertaining to physical security, safety, and public affairs as they pertain to Cadets.

b. Serves as the principal point of contact in the Corps for matters pertaining to command and public information.

c. Maintains close liaison with USCC safety officer, the USMA Public Affairs Office (PAO), and Garrison MPs.

d. Serves as the Public Affairs Officer for the Corps of Cadets supporting approved media requests and USMA's strategic communications initiatives.

e. With guidance and training from the USMA PAO, works with regimental counterparts (Physical Security and Public Affairs Officers) to identify and train selected Cadets in media relations, public affairs, public speaking, and current Army and USMA themes and topics of interest.

f. Serves as liaison between the Corps of Cadets, and the USCC Safety Officer. Coordinates safety awareness programs for the Corps of Cadets.

g. Develops a safety awareness program within the Corps of Cadets in which the Cadet Commanders are informed about recent trends / incidents and are required to inform their (units) in ways to mitigate these issues.

h. Oversees the OCONUS safety and security program for Cadets and act as a liaison with all entities that are involved in this process.

i. Consolidates and forwards recommended changes to the USCC SOP as they pertain to Cadet physical security and public affairs matters.

j. Oversees and monitors all community service projects within the Corps of Cadets.

k. Coordinator for the Corps of Cadets Army Emergency Relief Fund (AER) program.

18. Brigade Assistant PAO (S2/S5).

Specific duties include:

a. Serves as the primary assistant to all matters and responsibilities of the BDE PAO. Performs any assigned additional duties in support of BDE PAO (S2/S5) duties.

b. Establishes and maintains staff coordination and liaison with the Cadet Regimental Physical Security and Public Affairs Officers, ensuring compliance with brigade-wide policies as they pertain to physical security and public affairs matters.

c. Evaluates physical security vulnerabilities in the Corps by coordinating security checks with regimental counterparts. These may include trunk room inspections, assessing key control procedures through unannounced on-site visits and monitoring keyless entry procedures/ protocols.

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d. Maintains active liaison in receiving and supporting requests by the USMA PAO for Cadet participation in approved media activities, such as electronic and print interviews, still photo and moving picture shoots and speaking engagements.

e. Identifies and recommends suitable Cadets to fill media requests. Ensures Cadets are informed of the nature of the project(s) for which they have been selected and the appropriate reporting procedures, to include date, time, location and uniform requirements.

f. Gathers information with respect to how Cadets security status is relevant / equivalent to the army and works with S1 to monitor the status of Cadet security clearances. Also, informs the Corps of Cadets of the security systems that are in place in the army.

g. Develops a safety awareness program within the Corps of Cadets in which the Cadet Commanders are informed about recent trends / incidents and are required to inform their (units) in ways to mitigate these issues.

h. Oversees the OCONUS safety and security program for Cadets and act as a liaison with all entities that are involved in this process.

i. Oversees the planning and supervision of the execution of blood drives.

j. Serves as the Cadet in Charge for the Corps of Cadets' participation in annual CFC mission.

19. Brigade Operations Officer. The operations officer is supervised by the Brigade Executive Officer. Has primary staff responsibility for planning, coordinating, and supervising all training, parades, ceremonies, and other special operations conducted by the Corps of Cadets. The operations officer supervises the evaluation of unit competition for unit awards in the Corps and is the principal operations coordinator between USMA, other agencies, and the Corps of Cadets. The operations officer has a staff to execute these duties. Additionally, the operations officer supervises the Brigade Sandhurst Officer.

Specific duties include:

a. Establishes and maintains liaison with S3, USCC. Performs duties as assigned.

b. Through the Brigade Executive Officer, keep the Brigade Commander informed on all operations and training issues.

c. Actively supervises assistants in the performance of their duties. This includes the apportionment of tasks, providing guidance for task accomplishment, supervision of task accomplishment, and providing performance feedback.

d. Provides information concerning operations and training as a part of the staff planning process for Corps-level activities to include weekly publishing of Brigade Fragmentary Orders.

e. Serves as the point of contact for issues pertaining to operations, training, and drill and ceremony.

f. Establishes and maintains staff coordination and liaison with the Cadet Regimental Operations Officers.

g. Monitors unit compliance with the weekly activities schedule. Provides feedback to the Brigade Commander and the regiments.

h. Supervises unit grading to be used in evaluating units during parades.

i. Monitors the scheduling of facilities to be used by the units in training or other activities.

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j. Plans, coordinates, and supervises special events and ceremonies: e.g., Army-Navy March On; Graduation Parade; Plebe-Parent Weekend; Graduation Week; and other special events as directed by the Chain of Command.

k. Through the Brigade Executive Officer, informs the Brigade Commander on all Sandhurst training and competition issues.

l. Provides staff coordination of drill to ensure drill proficiency of the Corps of Cadets.

m. Performs other duties as directed by the S3, USCC, and the Brigade Executive Officer.

n. Actively mentors Second Class Cadets on Brigade S3 Staff.

20. Deputy Brigade Operations Officer. Supervised by the Brigade Operations Officer, serves as the primary assistant to the Brigade Operations Officer and supervises the assistant operations and plans officers.

Specific duties include:

a. Actively supervises assistants in the performance of their duties. This includes the apportioning tasks, providing guidance for task accomplishment, supervising task accomplishment, and providing performance feedback.

b. Reviews for conciseness and clarity and contributes to all draft WARNOs, OPORDs, and FRAGOs. Submits orders to the Operations Officer for final approval.

c. Participates in the military decision-making process (MDMP).

d. Establishes and maintains staff coordination and liaison with the Cadet Regimental Operations Officers.

e. Aids the Brigade Operations Officer with taskings and stands ready to fill the position in his/her absence.

f. Performs other duties as directed by the S3, USCC and the Brigade Operations Officer.

21. Brigade Assistant Operations Officer (Chief of Operations). Supervised by the Brigade Operations Officer, coordinates and facilitates all operations from publication of the order to execution of the operation.

Specific duties include:

a. Maintains liaison with the Chief of Operations, S3, USCC.

b. Ensures executors allocate resources properly.

c. Prepares and issues all FRAGOs pertaining to current operations.

d. Assists in coordination of VIP visits.

e. Perform other duties as directed by the S3, USCC and the Brigade Operations Officer/Deputy Brigade Operations Officer.

22. Brigade Assistant Operations Officer (Operations Lieutenant). Supervised by the Brigade Assistant Operations Officer (Chief of Operations) aids in coordination and execution of operations from publication of the order to execution of the operation

Specific duties include:

a. Maintains liaison with Brigade Chief of Operations.

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- b. Prepares and issues all FRAGOs.
- c. Assists in coordination of VIP visits.
- d. Monitors and tracks the execution status of all OPORDS for the BDE Commander. Collects all AAR Data for each mission and maintains both hard copies and digital copies.
- e. Performs other duties as directed.

23. Brigade Operations Sergeant Major (Operations SGM). The Brigade Operations SGM is supervised by the Brigade Chief of Operations and has the responsibility of supporting the Brigade Operations Officer in the planning, coordinating, and supervising all training, parades, ceremonies, and other special operations conducted by the Corps of Cadets.

Specific duties include:

- a. Maintains liaison with the USCC S3 NCOIC.
- b. Aids the Chief of Operations with taskings.
- c. Assists with command and control during drill and all training operations.
- d. Cross-trains with planning, military development, and training staff to become familiar with overall functions of the S3 staff.
- e. Attends and participates in all USCC S3 meetings with the Brigade Operations Officer.
- f. Performs other duties as directed by the S3, USCC and the Brigade Operations Officer/Deputy Brigade Operations Officer.
- g. Performs duties as the BDE CSM in his/her absence.
- h. Maintains records of all training requirements and personnel requirements for the BDE S-3 staff.

24. Brigade Assistant Operations Officer (Chief of Plans). Supervised by the Brigade Operations Officer, assists in the final coordination and execution of current training and operations.

Specific duties include:

- a. Maintains liaison with the Chief of Plans, S3, USCC.
- b. Participates in the MDMP with both the Cadet Staff and the USCC Officer/NCO staff when academic schedule permits.
- c. Writes draft WARNOs and OPORDs for all major training events IAW the Commander's guidance and higher headquarters' OPORD.
- d. Publishes WARNOs and OPORDs to all subordinates and staff as directed. Acknowledges and records receipt by all subordinates.
- e. Coordinates with Regimental Operations Officers as well as USCC Operations Officers in order review and coordinate all proposed unit training within the Corps.
- f. Coordinates with the Assistant Brigade Operations Officers (drill and ceremony) in all duties relating to the planning of future ceremonies, operations, etc.

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g. Perform other duties as directed by the S3, USCC and the Brigade Operations Officer/Deputy Brigade Operations Officer.

25. Brigade Assistant Operations NCO (Plans NCO). Supervised by the Chief of Plans, assists in the coordination and execution of current training and operations.

Specific duties include:

- a. Maintains liaison with the Chief of Plans, S3, USCC.
- b. Assists Chief of Plans in writing draft WARNOs and OPORDs for all major training events IAW the Commander's guidance and higher headquarters' OPORD.
- c. Works ICW Brigade Assistant Operations NCO in all duties relating to the planning and executing of future operations.
- d. Takes on the responsibility of Chief of Plans in his/her absence.
- e. Perform other duties as directed by the S3, USCC, Brigade Operations Officer/Deputy Brigade Operations Officer and Chief of Plans.
- f. Responsible for updating Brigade Plans web page with latest documents.

26. Brigade Assistant Operations Officer (Chief of Training). Supervised by the Brigade Operations Officer, serves as the primary scheduler of Brigade training and operations as well as oversees unit grading.

Specific duties include:

- a. Maintains liaison with the Chief of Training, S3, USCC.
- b. Coordinates with USCC for weekly training schedule development, issues, and conflicts.
- c. Establishes and implements a unit training schedule policy in cooperation with the Regimental Operations Officers and their assistants.
- d. Maintains and collects all training statistics for the Corps of Cadets. Briefs updates at Command and Staff as requested.
- e. Monitors unit compliance with the weekly activities schedule. Provides feedback to the Brigade Operations Officer/Deputy Brigade Operations Officer and the regiments.
- f. Serves as the point of contact for all scheduling of academic rooms for use by the Corps of Cadets for unit training, briefings, etc.
- g. Posts the daily training schedule for the Brigade staff.
- h. Trains all unit graders to ensure uniformity and compliance with Brigade Company Area Grading standards.
- i. Tabulates and reports the results of room grading to the Deputy Operations Officer for submission to Brigade Tactical Department.
- j. Coordinates training synchronization meetings for Brigade Staff.
- k. Perform other duties as directed by the S3, USCC and the Brigade Operations Officer/Deputy Operations Officer.

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27. Brigade Assistant Operations NCO (Training NCO). Supervised by the Chief of Training, serves as the secondary scheduler of Brigade training as well as oversees unit grading.

Specific duties include:

- a. Coordinates with Chief of Training, S3, USCC and Brigade headquarters staff for weekly training schedule development, issues and conflicts.
- b. Distributes weekly training schedules to Regiment S3's, USCC Chief of Training and other parties as determined by Brigade Deputy Operations Officer and Chief of Training.
- c. Posts weekly training schedules to USCC SharePoint site.
- d. Serves as one of the two points of contact for Digital Training Management System (DTMS) issues and guidance throughout the Corps of Cadets and ensures the program's accuracy throughout the semester.
- e. Provides hard copies of the weekly training schedule for weekly command and staff meetings and assists Brigade Chief of Training at these meetings as requested by the Chief of Training.
- f. Perform other duties as directed by the Brigade Operations Officer/Deputy Operations Officer and the Brigade Chief of Training.

28. Brigade Assistant Operations Officers (Drill and Ceremony). Supervised by the Brigade Operations Officer, conduct and set up drill and ceremonies.

Specific duties include:

- a. Maintain liaison with the Drill and Ceremonies NCO, S3, USCC.
- b. Serves as the staff point of contact for all issues pertaining to drill and ceremonies.
- c. Plan and conduct all drill practices and parades. This includes preparing the Plain, providing announcements for Central Guard Room, and coordinating with Regimental Operations Officers for parade guards and ushers.
- d. Establishes and implements a unit grading policy to be used in evaluating units during parades and reviews.
- e. Tabulates and reports the results of parade/review grading to the Deputy Operations Officer for submission to Brigade Tactical Department.
- f. Through the Brigade Color Captain, coordinates with Color Staff on matters pertaining to Drill and Ceremony.
- g. Plan and conduct all other types of movement (Michie Stadium, Eisenhower Hall) and ceremony events for the Corps (Ring Weekend, Branch Night, mandatory Corps activities, etc.).
- h. Assist the Chief of Plans in developing preliminary operations orders for future major training events IAW the Commander's guidance and higher headquarters' OPORD.
- i. Performs other duties as directed by the S3, USCC, and the Brigade Operations Officer/Deputy Operations Officer.

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30. Brigade Assistant Operations NCO (Drill and Ceremony). Supervised by the Assistant Operations Officers (Drill and Ceremony), conducts and set up drill and ceremonies.

Specific duties include:

- a. Maintain liaison with the Drill and Ceremonies NCO, S3, USCC.
- b. Assists in the planning and conduct of all drill practices and parades. This includes preparing the Plain, providing announcements for Central Guard Room, and coordinating with Regimental Operations Officers for parade guards and ushers.
- c. Performs other duties as directed by the Assistant Operations Officers (Drill and Ceremony).

31. Brigade Assistant Operations Officer (Military Development). Under the direct supervision of the S-3 and under the staff supervision of the Brigade Executive Officer, facilitates planning, coordination, execution, and recovery operations for all Cadet military training activities.

Specific duties include:

- a. Develops and publishes guidance and procedures for planning, coordinating, and conducting military training events in accordance with USMA Regulation 1-1 and other applicable regulations and policies.
- b. Develops and publishes exportable military training packages for appropriate training events (i.e., land navigation, rappelling, leader reaction course, etc.) for company and platoon-sized units. Streamlines the process of coordinating military training.
- c. Conducts appropriate coordination and planning with DMI and USCC staffs in Term 1 for the Sandhurst Military Skills Competition in Term 2.
- d. Establishes and maintains liaison with the USCC S3, USCC S4, DMI, and Cadet Regimental Assistant Operations Officers for Training. Keeps staff elements informed of all matters pertaining to military training.
- e. Develops and maintains contacts with military-related clubs such as the Infantry Tactics Club, the Close Combat Team, the Combat Weapons Team, and the Orienteering Team to facilitate Cadet training opportunities.
- f. Develops and publishes resource guide for Fourth Class Development Time activities, such as weapons and equipment available in USCC Arms room.
- g. Performs other duties as directed by the S3, USCC, and the Brigade Operations Officer.

32. Brigade Assistant Operations Officer (Military Development Lieutenant). Supervised by the Brigade Military Development Officer, facilitates planning, coordination, execution and recovery operations for all Cadet military training activities.

Specific duties include:

- a. Collects and resources military training packages for appropriate training events (A/C Weekend Training, Unit Training Time).
- b. Constantly supervises the execution of all Brigade military training events.
- c. Periodically has REG MDOs back brief on the status of their training and their requests.
- d. Updates the resource requests and publishes any updates to the REG MDOs and REG S3s.

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- e. Maintains liaison with the USCC Chief of Training solving any issues that may arise with resourcing training.
- f. Maintains liaison with the BRIGADE S4 Shop to ensure Regiments are receiving the resources requested for training.
- g. Maintains liaison with the German Liaison Officer and helps coordinate, resource and execute the GPB Pistol Range and Ruck March.
- h. Maintains knowledge of all events the MD Staff coordinates.
- i. Performs other duties as directed by USCC S3, the Brigade Operations Officer, and the Military Development Officer.

33. Brigade Assistant Operations NCO (Military Development NCO). Supervised by the Brigade Military Development Officer, facilitates planning, coordination, execution and recovery operations for all Cadet military training activities.

Specific duties include:

- a. Maintains liaison with the personnel in charge of the Simulation Center, coordinating usage and making the Engagement Skills Trainer (EST) available to the corps.
- b. With the Brigade MDO, supervises the execution of Brigade military training events.
- c. Develops and publishes resource guide for Fourth Class Development Time activities, such as weapons and equipment available in the USCC arms room. Updates the MD Webpage as necessary.
- d. Maintains knowledge of all events the MD Staff coordinates.
- e. Performs other duties as directed by USCC S3, the Brigade Operations Officer, and the Military Development Officer.

34. Brigade Supply Officer (S4). The Brigade Supply Officer is supervised by the Brigade Executive Officer and has primary staff responsibility for all logistical matters pertaining to the Corps of Cadets. Responsible for monitoring all logistical matters to include: mess hall related actions; supply; service; maintenance; laundry; and transportation. The Brigade Supply Officer has three Assistant Supply Officers to execute these duties.

Specific duties include:

- a. Through the Brigade Executive Officer, keeps the Brigade Commander informed of all matters pertaining to logistics.
- b. Establishes and maintains liaison with logistics officer in the S4, USCC.
- c. Actively supervises assistants in the performance of their duties. This includes the apportionment of tasks, providing guidance for task accomplishment, supervision of task accomplishment, and providing performance feedback.
- d. Provides information concerning logistical matters as a part of the staff planning process for Corps level activities.
- e. Prepares the logistical annex for operation orders issued by the Brigade Commander.

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- f. Maintains liaison with and conduct staff coordination with the Regimental Supply Officers. Provides assistance as required.
- g. Serves as an ex officio member of the Cadet Uniform Committee.
- h. Coordinates logistical support for away athletic events, other Corps level trips and use of the Garrison Ferry.
- i. Through the Assistant Supply Officer for Mess Activities, establishes and maintains liaison with USCC Mess Hall Officer for Cadet Mess and the Cadet Mess staff.
- j. Through the Assistant Supply Officer for supply and services, establishes and maintains liaison with USCC S4 for Budget and Corps Support, Laundry and Corps Support Service Facilities.
- k. Through the Assistant Supply Officer for transportation and maintenance establishes and maintains liaison with S4, USCC and Facility Manager, USCC for barracks police.
- l. With approval of the Brigade Commander, develops and publishes implementing instructions for the operation of the optional meal system. Monitors operation of the optional meal system.
- m. Publishes table assignment information prior to each table change. Allocates table assignments to subordinate units and authorized activities.
- n. Assists in coordination of special mess hall activities and Cadet Mess support of Corps-level activities; for example, Corps' tailgates and box lunches for Corps trips, etc.
- o. Establishes and maintains liaison with Cadet Supply, Cadet Barber Shop, WB4 Issue Point, Cadet Store, and Cadet Laundry.
- p. Keeps the Brigade Commander informed on all matters pertaining to supply and services.
- q. Publicizes and monitors subordinate unit compliance with published issue and turn-in schedules to include acting as a liaison for civilian uniform companies procuring Army uniforms for First Class Cadets.
- r. Monitors the operation of the Cadet Barber Shop, Cadet Store, and the WB4 Issue Point. Makes recommendations for improvement of services as appropriate.
- s. Serves as a member of the Cadet Store advisory council.
- t. With approval of the Brigade Commander, develops and publishes the Cadet POV parking plans for the academic year, home football games, and other special activities. Monitors compliance with the same.
- u. Coordinates transportation requirements for leave buses, camper shuttle, hockey shuttle, ski shuttle, golf shuttle and the Garrison Ferry.
- v. Coordinates maintenance and repair actions with S4, USCC.
- w. Maintains, organizes, and issues equipment from the Cadet fatigue detail supply room.
- x. Maintains furniture and equipment accountability within the Corps of Cadets.
- y. Responsible to the Brigade Executive Officer for task organizing the three Brigade Assistant Supply Officers to accomplish all specified and implied tasks related to logistics.
- z. Organizes and conducts meetings of the Cadet Mess council.

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35. Brigade Deputy Supply Officer. Under the supervision of the Brigade S4, is responsible for coordinating all logistical training requests.

Specific duties include:

- a. Assist the Brigade S4 with all of his/her duties.
- b. Coordinate all supplies for military training throughout the semester.
- c. Maintain appropriate contact with AMC/ LRC personnel.
- d. Coordinate supplies for all visiting groups to the Academy.
- e. Organizes and conducts meetings of the Cadet Uniform Board.
- f. Serves as the Field Supply Officer for BDE for all A/C Training.
- g. Perform other duties as directed by the USCC S4.

36. Brigade Assistant Supply Officer for Transportation. Under the supervision of the Brigade S4, is responsible for addressing all transportation issues.

Specific duties include:

- a. Develops the Cadet POV parking plans for the academic year, home football games, and other special activities. Monitors compliance with the same.
- b. Coordinates transportation requirements for leave busses and the Garrison Ferry.
- c. Coordinates transportation requirements for all training events.
- d. Establishing and maintains liaison with the USCC S4 and the Regimental Coordinators.
- e. Assists the arms room workers with the issuing of weapons and equipment from the arms room.

37. Brigade Assistant Supply Officer for Mess Operations. Under the supervision of the Brigade S4, is responsible for addressing all Mess Hall issues.

Specific duties include:

- a. Assists in coordination of special mess hall activities and Cadet Mess support of Corps-level activities; for example, Corps' tailgates and box lunches for Corps trips, etc.
- b. Organizes and conducts meetings of the Cadet Mess council.
- c. Publishes table assignment information prior to each table change.
- d. Establishes and maintains liaison with the Mess Hall officer for Cadet Mess and the Cadet Mess staff.
- e. Serves as the information conduit between the Corps and the Mess Hall.
- f. Serves the BDE Commander as the primary action officer for management and supervision of mandatory meals.
- g. Serves as the primary enforcer of mess hall standards for all meals, to include floater control, reception and integration of floaters to tables, and quality control of seating.

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h. Assists primary BDE S4 with arrangement and coordination for VIP tables and seating for visitors to the Cadet Mess.

i. Collects and coordinates Company and Regimental requests for use of the Regimental Room and Black, Gray and Gold Room. Responsible for tracking usage of specialty rooms for 1 Company Dining-In per Company, per semester and update statistics to Regimental S4 representatives.

38. Brigade Assistant Supply Officer for Supply and Maintenance. Under the supervision of the Brigade S4, is responsible for addressing all supply and maintenance issues.

Specific duties include:

- a. Maintains, organizes, and issues equipment from the Cadet fatigue detail supply room.
- b. Maintains furniture and equipment accountability within the Corps of Cadets.
- c. Publicizes and monitors subordinate unit compliance with published procedures, regulations, and schedules pertaining to send out of laundry and dry cleaning.
- d. Publicizes and monitors subordinate unit compliance with published issue and turn-in schedules to include acting as a liaison for civilian uniform companies procuring Army uniforms for First Class Cadets.
- e. Coordinates maintenance and repair actions with the Facilities Manager.
- f. Serves as the primary Brigade Armorer and Brigade Arms Room Officer.
- g. Assists MWR Section with all procurements and distribution of spirit related supplies.

39. Brigade Energy and Environmental Officer. The Brigade Energy and Environmental Officer has primary staff responsibility for all energy and water conservation, and recycling matters pertaining to the Corps of Cadets. Length of duty: 1 Academic year. The Brigade Energy and Environmental Officer has one Assistant Energy and Environmental NCO to execute these duties.

Specific duties include:

- a. Through the Deputy Brigade Commander, keeps the Brigade Commander informed of all energy and water conservation, and recycling matters pertaining to the Corps of Cadets.
- b. Establishes and maintains liaison and conducts staff coordination with the Regimental, Battalion, and Company Energy and Environmental Officers. Provides assistance as required.
- c. Plans and implements a corps-wide Cadet recycling program for bottles, cans, paper, cardboard, and hangers. Ensures that recycling planning is integrated throughout the Corps of Cadets and that all recyclables are distributed to the appropriate waste stream.
- d. Develops and implements a corps-wide accountability program for recycling containers in each Cadet room.
- e. Plans and implements corps-wide Cadet energy conservation programs (i.e., light use programs, computer use programs).
- f. Plans and implements corps-wide Cadet water conservation programs (i.e., identification of leaky faucets).
- g. Plans and implements corps-wide programs to minimize food waste transferred from the Cadet Dining Facility to the barracks.

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- h. Leads recycling and waste reduction programs in support of corps-wide initiatives such as RecycleMania.
- i. Leads corps-wide initiatives for environmental service projects, such as roadside trash pick-up or tree-plantings.
- j. Establishes and promotes corps-wide events supporting environmental awareness, such as Earth Day or Spring Fest.
- k. Establishes corps-wide programs to enable Cadets to appropriately dispose of recyclable and reusable items during the Academic Year, and during periods of traditionally high waste generation such as Reorgy Week and Graduation Week.
- l. Develops methods to educate and motivate Cadets to lead a life of conservation, reduce, reuse, and recycle.
- m. Develops a Brigade SOP that addresses recycling and energy and waste conservation.
- n. Serves as the Cadet liaison to the West Point Energy Council, a team of Academy professors and members of the Garrison who are working towards greening West Point.

40. Brigade Energy and Environmental NCO. Under the supervision of the Brigade Energy and Environmental Officer, is responsible for coordinating and resourcing energy and water conservation, and recycling initiatives throughout the Corps of Cadets.

Specific duties include:

- a. Assists the Brigade Energy and Environmental Officer with all of his or her duties.
- b. Coordinates resources and supplies for all energy and water conservation, and recycling initiatives.
- c. Coordinates accountability of all energy and water conservation, and recycling supplies.
- d. Develops multimedia (video) presentations and advertisement to support all energy and water conservation, and recycling initiatives.
- e. Maintains appropriate liaison with Company Energy and Environmental NCOs.
- f. Assumes brigade-level responsibilities when the Brigade Energy and Environmental Officer is not available.
- g. Performs other duties as directed by the Brigade Energy and Environmental Officer.

41. Brigade MWR Officer. The Brigade Morale, Welfare and Recreation Officer establishes and maintains liaison with the USCC S3, the Director of Cadet Activities, ODIA, and the installation MWR office.

Specific duties include:

- a. First line supervisor of Spirit Captain and Activities Captain.
- b. Coordinates all activities of the Spirit Support Group in order to support the needs of coaches, team members, and the Corps of Cadets. Supervises the allocation and distribution of resources to accomplish the mission of spirit and activities for Cadets. Prepares and submits after action reports for Spirit Support Group and Activities related events
- c. Overall Scheduling of events in support of Cadet activities and morale.

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- d. Act as Liaison to 1st Captain on all morale, welfare, and recreation related missions.
- e. Oversee execution of all MWR functions executed by the Corps of Cadets.
- f. Serves as the primary Cadet Officer responsible for the execution of Corps Support to all USMA Corps Squad and Club Squad Sporting Activities.
- g. Serves as Liaison to main post MWR. This includes long term MWR Planning for activities and spirit events.
- h. Organizes and implements special projects through the Promotions Office of ODIA.

42. Deputy Brigade MWR Officer (Spirit). Under the supervision of the Brigade Morale, Welfare and Recreation Officer has primary staff responsibility for activities designed to provide support for Army athletic teams. Coordinates with the Brigade MWR Officer for task organizing the two assistant Spirit Officers and the spirit sergeant to accomplish all specified and implied tasks related to spirit.

Specific duties include:

- a. Oversees and supervises all spirit functions to include but not limited to spirit dinners, all sporting events, rallies, and additional morale related activities involving the Corps of Cadets.
- b. Plans, coordinates, and supervises Cadet trip sections to support West Point teams. Coordinate meals, lodging, and transportation for the Spirit Support Group. Coordinates entry to games for spirit representatives.
- c. Integrates other DCA groups as needed to include Spirit Band, Rabble Rousers, mascots, WKDT broadcasting, the Cannon Crew, mule riders, and Pipes and Drum band.
- d. Coordinates and oversees execution of a 2nd Semester “Spirit Summit” offsite to create the following year’s spirit campaign plan.

43. Assistant Spirit Plans Officer.

Specific duties include:

- a. Prepares and staffs the spirit plan for the upcoming semester and following academic year.
- b. Coordinates with ODIA/DCA representatives to organize Corps support for Army sports and ensures the Corps is aware of all rules for each competition.
- c. Distributes information on spirit activities. Helps facilitate communication of spirit activities and ideas throughout all levels of the Chain of Command.
- d. Plans and coordinates recognition events for USMA clubs and teams at weekly spirit dinners.
- e. Briefs the BTO, USCC S-3 Activities Officer, and First Captain as needed on future Spirit Ops
- f. For event planning and coordination, writes all OPORDS for Spirit Operations. Develops timelines for Spirit Operations.
- g. Serves as the section liaison to the Cadet Brigade Operations Officer.
- h. Responsible for Spirit Dinner Themes and generates all spirit related policy memorandums for First Captain and BTO.

44. Assistant Spirit Operations Officer.

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Specific duties include:

- a. Coordinates with the S4 to ensure that ample spirit supplies exist for the Corps. Maintains accountability of spirit supplies via spirit support group (i.e., Rabble Rousers, Mule Riders, and Cadet Band CICs).
- b. Serves as the liaison between the BDE Staff, the Rabble Rousers and Spirit Band.
- c. Collects and maintains all spirit related activity AARs.
- d. Conducts Bi-weekly updates on spirit operations and outcomes.
- e. Serves as the CIC present at Corps Supported sporting events with the USCC S-3 section.
- f. Creates and manages all rosters for Spirit Trip Sections. Maintains liaison with the USCC Regulations and Discipline officer to ensure Spirit Trip Sections are managed and staffed properly.
- g. Ensure all transportation and movement for Spirit Group is secured.
- h. Organize distribution of incentives to include food, spirit credits, and any DCA acquired and issued spirit items.

45. Brigade Spirit Sergeants (x2). Under the supervision of the Spirit Officer establishes liaison with the Director of Cadet Activities in order to support the mission of spirit.

Specific duties include:

- a. Provides continuity for the Spirit Support Group into the first semester of the following academic year.
- b. Serves as the West Point Mascot as directed by the Spirit Officer and Brigade Commander.
- c. Serves as the CIC / MC for all Spirit Dinners.
- d. Coordinates for all DOIM Support and print plant support for Spirit and Activities.
- e. Serves as the Brigade Army-Navy Spirit Video CIC. Responsible for collection of Battalion and Regimental generated Spirit Videos. Responsible to film select Spirit Videos prior to Army-Navy games.
- f. Performs other duties as directed by the Spirit Officer to support all plans and operations missions.

46. Brigade Activities Officer. Through the Brigade MWR Officer, keeps the BDE Commander informed of all matters pertaining to extracurricular activities.

Specific duties include:

- a. Establishes and maintains liaison with Director of Cadet Activities.
- b. Actively supervises assistants in the performance of their duties. This includes apportioning tasks, providing guidance for task accomplishment, and providing performance feedback.
- c. Establishes and maintains liaison with and conduct staff coordination with the Regimental Executive Officers. Provides assistance as required.
- d. Establishes and maintains liaison with the Class Committees, Ring and Crest Committees, Hop Committees, and Club Activity CICs. Provides assistance as required.

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- e. Provides staff supervision of the First Class Club, Cow Club, Eisenhower Hall, and other DCA facilities.
- f. Coordinates social events in conjunction with away athletic trips.
- g. Plans, coordinates, and monitors additional brigade activities such as River Court parties, brigade tailgate parties, etc.
- h. In conjunction with the Cadet Social Programs Manager, plans and coordinates away mixers.
- i. Establishes procedures to publicize and facilitate Cadet sign-up for Corps wide activities.
- j. Provides staff supervision of special events such as Homecoming Weekend, Navy Week, Yearling Winter Weekend, etc.
- k. Provides supervision over Cadet publications, specifically the Howitzer and Pointer; informs the CICs.
- l. Serves as Cadet proponent for USCC Regulation 28-1, *Regulations for Extracurricular Activities*.
- m. Assists Cadet Social Programs Manager, DCA, as required.
- n. Acts as the primary coordinator for all Cadet-related activities at Eisenhower Hall. Interfaces routinely with Director of Cadet Programs, DCA.
- o. Interface with representatives from MWR and provide advice when needed.
- p. Interfaces with the West Point Club staff and acts as a member on their council.
- q. Aids in the support of community service events for the Corps.
- r. Established and maintains liaison with and conduct staff coordination with the Regimental Activities Officers. Provides assistance as required.

47. BDE Assistant Activities Officer.

Specific duties include:

- a. Coordinate social events and entertainment for the First Class Club.
- b. Serve as the liaison between the First Class Club staff and the needs of First Class in terms of entertainment, beverage preferences and menu options.
- c. Coordinate and oversee social events for Headquarters and Headquarters Company.
- d. Serve in place of the Brigade Activities Officer in his/her absence.

48. BDE Activities NCO.

Specific duties include:

- a. Plans, coordinates, and monitors additional brigade activities for the cow clubs.
- b. Assists Cadet Social Programs Manager, DCA, as required.
- c. Acts as the secondary coordinator for all Cadet-related activities at Eisenhower Hall. Interfaces routinely with Director of Cadet Programs, DCA.

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- d. Interfaces with representatives from MWR and provide advice when needed through the BDE Activities Officer.
- e. Aids in the support of community service events for the Corps through the BDE Activities Officer.
- f. Established and maintains liaison with and conduct staff coordination with the Regimental Activities Officers. Provides assistance as required.
- g. Assists the BDE Activities Officer when needed.

49. Brigade Color Captain. Under the supervision of Brigade S3, trains and evaluates performance of the Color Guard.

Specific duties include:

- a. Supervises the training and development of the Brigade Color Lieutenants.
- b. Coordinates Color Guard activities with the Brigade Operations Officer.
- c. Schedules duty of Color sergeants to ensure that an appropriate number of trained personnel are available for all ceremonies.
- d. Ensures the presence of appropriate Colors at all activities requiring the presence of Colors.
- e. Briefs and rehearses general officer flag bearers on the performance of their duties.
- f. Maintains accountability and serviceability of the Colors and equipment.
- g. Ensures that the colors are properly uncased, received, dismissed, and released in conjunction with all ceremonies.
- h. Helps to ensure standards are met during drill and parades by the Corps of Cadets by assisting the S-3.

50. Brigade Color Executive Officer. Under the direction of the Brigade Color Captain, responsible for assisting in training and supervising Brigade Color Lieutenants and their teams to ensure mission accomplishment.

Specific duties include:

- a. Supervises the training and development of Brigade Color Lieutenants and assist in the development of Brigade Color Sergeants.
- b. Assists the Color Captain in planning and organizing color activities.
- c. Helps to ensure standards are met during drill and parades by the Corps of Cadets by assisting the S-3.

51. Brigade Color Lieutenant (2--one per double regiment). Under the direction of the Brigade Color Captain and Executive Officer, supervises and trains the Color teams during drill and static displays.

Specific duties include:

- a. Develops, trains, and organizes Brigade Color Sergeants to complete assigned missions.
- b. Ensures official flags are properly displayed at designated functions.

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52. Brigade Color Sergeant (10--5 per double regiment). Under the supervision of the Brigade Color Lieutenant, the Color Sergeants bear and serve as the marching guard for the Colors (National, Army, Corps, etc.) at ceremonies as directed by the Brigade Operations Officer.

Specific duties include:

- a. Coordinates activities with Brigade Color Lieutenant. Marches in ceremonies requiring the colors, as directed.
- b. Knows, understands, and is proficient in the manual of the colors and the manual of arms.
- c. Provides security for the National, Army, and Corps Colors at all times.
- d. Coordinates Color support for unit activities requiring color guards.

53. Brigade Athletic Officer. The Brigade Athletic Officer is supervised by the Brigade Deputy Commander and has primary staff responsibility for the organization and conduct of the unit athletic program in coordination with the Department of Physical Education. Through the Chain of Command, the Athletic Officer coordinates and supervises the unit Company athletic program ensuring that teams, coaches, and officials are available. The Brigade Athletic Officer has one assistant to assist in execution of duties.

Specific duties include:

- a. Through the Brigade Deputy Commander, informs the Brigade Commander on the company athletic program and Department of Physical Education activities.
- b. Maintains close liaison with the Director of Competitive Sports and the Company Athletics administrators. Performs duties as assigned.
- c. Establishes and disseminates standard operating procedures to implement the company athletic program, amplifying those instructions in USCC Circular 28-1, Company Athletics Program, separate memoranda published by Headquarters, USCC, and the Department of Physical Education, and directives of the Brigade Commander.
- d. Conducts briefings with Company Athletic Cadets –in – Charge (CIC), officials and coaches at start of each company athletic and winter sports season to explain the concepts of the program and the First Class Cadets' role in the program.
- e. Maintains liaison with and conducts staff coordination with the Regimental Athletic Officers. Provides guidance and assistance as required.
- f. Actively supervises the daily operation of the company athletics program through subordinate unit Athletic Officers and CIC of the various sports. Conducts frequent spot checks to ensure accuracy of required reports and compliance with provisions of applicable regulations.
- g. Provides feedback through the Brigade Deputy Commander to the Brigade Commander concerning subordinate unit compliance with regulations and policies governing the company athletic program.
- h. Organizes and supervises, with the assistance of Cadets-in-Charge, special athletic events such as the Brigade company athletics playoffs and Brigade Open tournaments.
- i. Serves as chairman of all company athletics protest boards and forwards recommendations to the Brigade Commander, as appropriate.
- j. At the conclusion of each season, consolidates and forwards appropriate comments and after action reports to the Director of Company Athletics in DPE.

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- k. Coordinates with Company Athletic CICs to ensure the proper administration of their respective sports.

54. Brigade Assistant Athletic Officer (Competitive Sports). Under the supervision of the Brigade Athletic Officer:

Specific duties include:

- a. Acts as liaison between DPE, the competitive club CICs, and the brigade.
- b. Organizes, plans, and supervises the execution of the Brigade Open Company Athletics tournaments and championships.

55. Brigade Physical Development Officer. Under the supervision of the Brigade Athletic Officer.

Specific duties include:

- a. Coordinates with DPE testing office for the planning and execution of the IOCT.
- b. Serves as the Commandant's representative for implementation and execution of the Cadet Physical Remediation Program (CPRP).
- c. Monitors and tracks all Cadets enrolled in CPRP through Regimental Physical Development Officers.
- d. Acts as liaison between DPE and Regiment PDOs, to include class assignment and grade information distribution.
- e. Plans, organizes, and executes all academic year First Class-administered APFTs (fall and spring).
- f. Organizes, plans, and supervises the execution of Army Weight Control Program (AWCP), and other special programs.
- g. Acts as liaison between DCA, ODIA and Regiment PDOs in order to ensure resources and facilities are available for conducting company APFTs.
- h. Receives scores and compiles scores from all regiments.

56. Brigade Student Athlete Advisory Committee Officer (SAAC). The Brigade SAAC officer is supervised by the Brigade Deputy Commander and has the primary responsibility for coordinating functions and meetings with the campus.

a. Specific Duties (On Campus):

- 1) Establishes and maintains communication between Varsity athletics and S-3, USCC, Brigade Athletic Officer, and the Brigade Deputy Commander.
- 2) Through the Brigade Deputy Commander, keeps the Brigade Commander informed on all corps squad issues.
- 3) Actively supervises team captains in the performance of their duties. This includes the apportionment of task, providing guidance for task accomplishment, supervision of task accomplishment, and providing performance feedback.
- 4) Provides information concerning operations as part of the staff planning process for Corps squad activities.
- 5) Serves as the point of contact for issues pertaining to Corps Squad athletics.

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- 6) Monitors Corps Squad team compliance with the weekly schedule.
- 7) Promotes communication between athletics administration and student-athletes.
- 8) Generate a student-athlete voice with-in the athletic program involving all Corps Squad teams.
- 9) Coordinates and conducts quarterly campus SAAC meetings.
- 10) Solicit student-athlete response to proposed conference and NCAA legislation.
- 11) Organize community service efforts.
- 12) Create a vehicle for student-athlete representation on campus-wide committees.
- 13) Promote a positive student-athlete image at the Academy and abroad.

b. Specific Duties (Off Campus):

- 1) The Brigade SAAC officer must participate in teleconferences, off campus meetings and lectures.
 - (a) National Student-Athlete
 - (b) Gender Equity Forum
 - (c) NCAA Leadership Conference

57. Corps Squad Team Captain. Team Captains are primarily responsible for providing command and control for his or her Corps Squad team during all team activities. He or she serves as a direct liaison to the Corps of Cadets on any matters relating to the Corps Squad team. He or she maintains good order and discipline of the team on and off the field or court. Additionally, there exists a supervisory role between the BDE SAAC and each Corps Squad Team Captain, however, these Cadets are rated according to their position outside of their Team Captain responsibilities.

Specific duties include:

- a. Enforces all regulations and ensures the team observes appropriate discipline.
- b. Provides liaison between the coach, officer representatives (ORs), and the team. Advises the Cadet Chain of Command, ORs, and coaches on the state and climate of the team, areas of concern, and issues that need to be addressed.
- c. Forms the trip section for inspection by the OC prior to departure and reports all discrepancies to the OR and ensures that the team is signed in and out at CGR for all trip sections.
- d. Supervises all training tables assigned to the team. Team captains are responsible for the conduct, accountability, and decorum of their Cadets.
- e. Accounts for Cadets at all practice sessions, competitions, and meals; investigates discrepancies and counsels the Cadet or forwards the case to the coach or OR.
- f. Counsels all Cadets who fail to comply with the rules and regulations governing their attendance at West Point. Discrepancies may necessitate documented counseling or forwarding of the case to the coach or OR.

58. Brigade Academic Officer. The Brigade Academic Officer (BAO) serves as the primary liaison with the Dean, the Vice Dean, the Academic Excellence Committee of the Faculty Council, the Center for Enhanced Performance, and AARS. The BAO is responsible for the tracking and quality control of academic development for the Corps of Cadets

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Specific duties include:

- a. Coordinates for and oversees tutoring programs and SOPs for the 4 Regiments.
- b. Provides the Brigade Commander updated statistics that track all Cadets who are on academic probation or in a deficient status. Ensures regiments are tracking and tutoring deficient Cadets.
- c. Serves as the Quality Control officer for Evening Study Period and ensures all Regiments are in compliance with applicable policies.
- d. As required and directed, spot checks evening study period with the Academic Officer in Charge (AOC). The BAO will consolidate, review, and enforce corrections made by the AOC through chain of command.
- e. Serves as liaison between the Corps of Cadets and AARS of the Office of the Dean concerning: counseling available to Cadets, validation examinations, Fundamentals of Engineering Exam, resolution of schedule conflicts, and distribution of class schedules and Cadet grade reports.
- f. Each semester, ensures the Regimental Academic Officers have coordinated with the Regimental S3 Officer and the Dean's executive officer for the Dean's company academic awards ceremony.
- g. Serves as a member of the Academic Excellence Committee of the Dean's Faculty Council.

59. Brigade S6. The Brigade S6 serves as the Cadet expert and focal point for matters pertaining to information systems. Ensures that information systems initiatives support command policy. In this instance, information systems consist of the Cadet network environment, official Cadet telephones, forms, and reproduction.

Specific duties include:

- a. Establishes and maintains liaison with the Chief, Information Systems Division (ISD), USCC and Gold Coats computer lab.
- b. Organizes and conducts staff coordination to accomplish information management goals, provides guidance and assistance as required to Regimental Information Systems Officers.
- c. Plans, coordinates, and administers the official Cadet telephone system in conjunction with the Telephone Control Officer of the Information Systems Division, USCC. Ensures adherence to USCC policy on the allocation and use of official phones. Prepares and publishes the USCC Cadet official telephone roster in conjunction with the Chief, Information Systems Division.
- d. Monitors the status of the Cadet communications network; inform ISD, Gold Coats and Software Engineering Branch of any problems. Provides and coordinates assistance by ISD and Gold Coats as needed.
- e. Coordinates with the administration services branch of ISD, USCC for supply of forms to the Corps of Cadets. Train the ISOs on the use of the electronic forms system and ensure that it is operational and used by the Corps of Cadets.
- f. Provides all information management support to the Brigade staff. Prepares information management annexes for Brigade Operation Orders. Serves as the primary point of contact in the Corps of Cadets for information systems matters.
- g. Monitors operation of the unprotected Corps electronic bulletin boards and network system for compliance with published procedures and regulations pertaining to the network system. Instructs the Cadet Chain of Command on access to the protected electronic bulletin boards and their responsibilities for the bulletin boards' use.
- h. Monitors the regimental pay-per-use copiers, computer labs, and any other audio-visual equipment.

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i. Improves the Corps' administrative efficiency through optimal use of information systems and utilizes technology for administrative support. Advises the Chief, ISD, on any issues affecting the efficiency of automation support to the Corps of Cadets.

j. Serves as the principal point of contact in the Corps of Cadets for questions pertaining to information systems matters.

k. Prepares the information management annexes for operation orders issued by the Brigade Commander.

l. Coordinates with Cadet supply to maintain necessary supplies for brigade printers.

m. Administers and monitors Cadet web pages. Publishes guidance for the use of web pages and ensures compliance. Advises and trains the Brigade staff and subordinate ISOs on the use of web pages.

60. Brigade Deputy S6.

Specific duties include:

a. Takes over when S6 is absent. Must remain current on what is happening across the corps and with all USCC Servers.

b. Principal contact with Gold Coats.

c. Helps coordinate work of the S6 NCOs and tracks progress.

d. Advises S6 on policy decisions.

e. Primary responsibility for management of all issues with the Cadet Information System (CIS) and serves as the primary liaison to the USMA Software Engineering Branch.

61. Brigade S6 NCO.

Specific duties include:

a. Responsible for all execution of tasks regarding the use of SharePoint, WebPages, equipment pickup and equipment setup in support of BDE S6 operations.

b. In charge of printer issues (paper/toner/work order).

c. Create tutorials, researches options and presents findings to BDE S-6.

d. Attends meetings with USCC counterparts at ISD to establish relationships.

e. Responsible for the maintenance of the Central Guard Room Share-Point Websites.

62. Brigade West Point Leadership Development System (WPLDS) Officer. The West Point Leader Development System Officer serves as the Cadet expert and focal point for matters pertaining to the West Point Leader Development System. Focuses on the 47-month West Point experience and the effectiveness of leader development by working in conjunction with the Leader Development Branch Chief, the Deputy Brigade Commander and the WPLDS committee.

Specific duties include:

a. Serves as the principal Cadet correspondent for WPLDS development and implementation.

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Provides input from a Cadet perspective. Works closely with the Brigade Commander and Deputy Brigade Commander to ensure the Cadet point of view is represented and understood.

- b. Serves as a liaison between the Corps of Cadets, the WPLDS committee, and USMA staff.
- c. Facilitates surveys, focus groups, interviews, and other feedback mechanisms for the WPLDS programs.
- d. Organizes education and implementation of the West Point Leader Development System to the Corps of Cadets.
- e. Updates the Corps of Cadets and USCC leadership on recommended and/or approved changes to the SOP.
- f. Provides feedback on Corps of Cadets' development as future Army officers.

63. Chairperson of the Cadet Honor Committee. The Chairperson of the Cadet Honor Committee is a member of the brigade staff; the senior Cadet in the Corps with staff responsibility for the handling and interpret honor matters. He or she is responsible to the Brigade Commander, the Corps of Cadets, and the Honor Committee for the administration of the Honor System. The Chairperson coordinates and provides staff supervision over all aspects of honor education and investigations and is responsible for the general functioning of the Honor Committee.

Specific duties include:

- a. Acts as the official spokesperson for the Cadet Honor Committee to all agencies outside the Honor Committee.
- b. Presides at Honor Committee meetings.
- c. Provides, in coordination with the Special Assistant to the Commandant for Honor (SAH), the Honor Code orientation for the staff and faculty of the Military Academy, visitors, and distinguished guests.
- d. Monitors all honor investigative hearings for compliance IAW USCC Pamphlet 15-1.
- e. Supervises honor education in Cadet Basic Training, Cadet Field Training, and the academic year to the Corps of Cadets for adherence to the 4-year education program.
- f. Oversees the election of Company Honor Representatives and the election of the succeeding executive staff and Regimental Honor Representatives from within the Honor Committee. Resolves discipline issues within the Honor Committee IAW USCC Pamphlet 15-1, *Honor Committee Procedures*.
- g. Performs other duties as determined by the Commandant or SAH.

64. Honor Executive Officer (Executive Officer). Under the supervision of the Chairperson, the Executive Officer regulates and supports the executive staff of the Honor Committee in their responsibilities toward their duties.

Specific duties include:

- a. As the second person in the Chain of Command of the Honor Committee, reviews cases for the Chairman when necessary.
- b. Supervises and supports the VCE, VCI, VCL, and Secretary in the completion of their duties.

65. Vice-Chairperson for Honor Investigations (VCI). Under the supervision of the Chairperson, the Vice-Chairperson for Honor Investigations (VCI) supervises the Cadet investigation of suspected violations of the Honor Code.

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Specific duties include:

- a. Monitors all honor investigations for compliance IAW USCC Pamphlet 15-1, *Honor Committee Procedures*.
- b. Acts as liaison between Regimental Honor Representatives, the Cadet investigative team, the Chairperson, the SAH, and the Office of the Staff Judge Advocate to ensure a coordinated investigation.
- c. Forwards to the Commandant, through the SAH, all recommendations for referring charges of Honor Code violations to honor investigative hearings.

66. Vice-Chairperson for Honor Education (VCE). Under the supervision of the Chairperson, the Vice-Chairperson for Honor Education (VCE) is responsible for planning and providing staff supervision of the education of the Corps concerning honor education. Specifically, he or she supervises the preparation of honor instruction during Cadet Basic Training, Cadet Field Training, and the academic year.

Specific duties include:

- a. Directs and supervises the publication of lesson plans, Cadet x/y cases, syllabi, film clips, movies and any other instructional materials.
- b. Directs, coordinates, and supervises the preparation for and the conduct of honor instruction by the Company Values Education Teams (VET). Evaluate the quality of honor instruction and provide feedback on the delivery and the content of honor classes.
- c. Supervises the training of second Class Company Honor Representatives, as well as those First Class representatives replacing elected officers, to ensure they are qualified to fulfill their duties.
- d. Evaluates the level of Cadet understanding of the Honor Code and System by Cadet classes; develops training programs to reinforce weak areas or to correct misunderstandings.
- e. Works with the VCL to educate the USMA faculty, staff, and community on the honor program.

67. Vice-Chairperson for Liaison (VCL). Under the supervision of the Chairperson, the Vice Chairperson for Liaison (VCL) supervises the administration of the Cadet Honor Committee liaison program.

Specific duties include:

- a. Directs and supervises the Honor Committee liaisons in respect to their responsibilities as a department or agency liaison.
- b. Prepares and coordinates the information for the biannual Honor Committee briefings to the different departments or agencies by their respective liaisons.
- c. Monitors, in coordination with the VCI, all investigations initiated within a department comply with USCC Pamphlet 15-1, *Honor Committee Procedures*.
- d. Assists all departments or liaisons with the proper approach for clarification involving computer use.
- e. In coordination with the VCI, ensures that respective departments or agencies receive updates on an investigation.

68. Vice-Chairperson for Public Relations (VCPA). Under the supervision of the Chairperson, the Vice Chairperson for Public Relations (VCPA) plans and executes of all honor conferences, meetings, and briefings.

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Specific duties include:

- a. Coordinates the execution of the Fall Honor Conference, the National Honor Conference, the Spring Honor Conference, and the Conference for New Honor Representatives.
- b. Supports and coordinates all Cadet Honor Committee VIP and dignitary visits.
- c. Presents Honor Committee briefings at the request of the SAH or the Chairperson.

69. Vice-Chairperson for Mentorship (VCM). Under the guidance of the Chairperson and the supervision of the Executive Officer, the Vice Chairperson for Mentorship (VCM) supervises the progress of Cadets enrolled in the USMA Mentorship Programs.

Specific duties include:

- a. Establishing a working relationship with each Mentor and serving as their Point of Contact with the Cadet Honor Committee.
- b. Assisting the Mentoree to attain program goals in the Mentor Program SOP.
- c. Assisting the Mentor to ensure the Mentoree validates the Mentor Program process (to include admission, reflection, and rehabilitation).
- d. Providing feedback for the Mentor from the Chains of Command and Honor Representative's monitoring of the Mentoree's behavior with respect to honor and daily living.
- e. Tracking each Mentoree's progress through the Mentorship Program.
- f. Maintaining a continuity file in order to facilitate the education of the rising VCM.
- g. Performing other duties as determined by the SAH, EO, or Chairperson.

70. Secretary of the Honor Committee. Under the supervision of the Chairperson, the Secretary of the Honor Committee has staff responsibility for the internal communication and coordination of activities within the Cadet Honor Committee.

Specific duties include:

- a. Maintains a separate file of all case summaries, lesson plans, correspondence, publications, and other Cadet Honor Committee communications for the committee.
- b. Assists honor investigative hearings as required.
- c. Assists in the preparation of the list of proposed members (random selection) of honor investigative hearings for submission to the Commandant.

71. Deputy Vice Chair for Investigations (Dep VCI). Under the guidance of the Chair and the supervision of the Executive Officer and the Vice Chair for Investigations, the Deputy Vice Chair for Investigations (Dep VCI) assists the Vice Chair for Investigations by supervising Cadet Honor Committee investigations of suspected violations of the Honor Code.

Specific duties include:

- a. Assist VCI in ensuring all honor investigations are performed professionally and IAW this pamphlet.

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- b. Assist VCI in acting as liaison between Regimental Honor representatives, the Chair, the SAH, and the Office of the Staff Judge Advocate to ensure a coordinated investigation.
- c. Maintain control of all sensitive documents pertaining to cases under investigation.
- d. Assist VCI in maintaining statistical data on all honor investigations.
- e. Assist in conducting Investigations.
- f. Assist VCI in supervising the training of second Class Company Honor Representatives, as well as those First Class Representatives replacing elected executive staff officers, to ensure they are qualified to fulfill their investigative duties.
- g. Performing other duties as determined by the SAH, Executive Officer or Chair.

72. Deputy Secretary. Under the guidance of the Chair and supervision of the Executive Officer, the Deputy Secretary.

Specific duties include:

- a. Assists Secretary in making board compositions.
- b. Assists Secretary in performing administrative functions of HHHs.
- c. Maintains control of sensitive material necessary to perform the job.
- d. Notifies selected members of an HHH, as well as witnesses.
- e. Serves respondents with hearing notification papers.
- f. Performs other duties as determined by the SAH, Executive Officer or Chair.

73. Brigade Respect Program Advisory Council (RPAC) Chair. The Respect Chair is a member of the Brigade Staff and the senior Cadet in the Corps with staff responsibility for advising the Brigade Commander on all respect issues. The Respect Chair is responsible for ensuring the Director, SCPME, SAR, BTDC Chain of Command; Commandant, Brigade First Captain, and the Respect Program Advisory Council are kept abreast of all respect related issues within the Corps of Cadets. The RPAC Chair works directly for the First Captain and performs duties as assigned by the Special Assistant to the Commandant for Respect.

Specific duties include:

- a. Acts as the official spokesperson for the Respect Program to all agencies outside the Respect Program Advisory Council.
- b. Provides, in coordination with the Special Assistant to the Commandant for Respect, orientation briefings to the staff and faculty of the United States Military Academy, visitors, and distinguished guests.
- c. Indirectly supervises and monitors Respect education in Cadet Basic Training, Cadet Field Training, and throughout the academic year as part of the 4-year Values Education program.
- d. Encourages communication, cooperation, and issue resolution between the Respect Program Advisory Council, and applicable clubs and committees.
- e. Oversees the development and execution of the annual Respect Staff campaign plan.

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74. RPAC Vice Chair. Under the supervision of the Chairperson, the Vice-Chairperson for Respect is the Executive Officer of the Respect Program Advisory Council.

Specific duties include:

- a. Organizes and run weekly Brigade Respect Program Advisory Council meetings, attended by all members of the executive staff.
- b. Prepares notes for all meetings and disseminates them through the Cadet Chain of Command and the Respect Committee.
- c. Maintain and update the Respect Policies and Procedures Handbook (SOP).
- d. Indirectly supervises the continuous year round training of all RPAC representatives; ensure each representative receives the prerequisite training necessary to ensure proper execution of their assigned duties.
- e. Disseminates information from the brigade level down to the regimental level while ensuring it reaches the company level.
- f. Ensures that the RPAC staff effectively plans, coordinates and executes all ethnic observances in a manner that fulfills the purpose set forth by Army Regulation 600-20.
- g. Acts as a resource for the Cadet Chain of Command on respect issues.
- h. Proponent (staff responsibility) for the Respect SOP and the Staff Battle Rhythm (publish and maintain).
- i. Oversees annual RPAC elections.
- j. Oversees the conduct of the weekly RPAC staff meeting; develop and publish a meeting agenda.
- k. Performs other duties as determined by the SAR, EOA, or RPAC Chair.

75. Vice-Chair for Operations. Under the supervision of the Chairperson, the Vice-Chairperson for Operations plans, coordinates, and executes USCC's diversity activities, and functions as the secretary for the Cadet Interaction Committee.

Specific duties include:

- a. Plans Ethnic Observances and coordinates with other USCC and USMA agencies to facilitate execution of all related activities and functions. Events include but are not limited to: SCPME Diversity Movie Nights; Ethnic dinners to celebrate DA recognized ethnic and cultural events; Trip sections; Post/Garrison Martin Luther King, Henry Flipper dinners and celebrations; and other events as depicted in the RPAC campaign plan.
 - b. Serves as the Cadet Interaction Committee Secretary. Responsible for coordinating committee meeting times, locations, and agendas as well as publishing the minutes.
 - c. Coordinates all Cadet Respect Committee guest lecturers.
 - d. Presents RPAC new instructor briefings as required.
 - e. Serves as Cadet-in-Charge (CIC) and point of contact (POC) for all conferences RPAC members attend.
- Responsibilities include:

- 1) Coordinate RPAC participation in external conferences.
- 2) Produce OPORDs or MOIs in support of all RPAC activities.

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3) Coordinate all travel arrangements and ensure proper administrative support, to include request/submission of Temporary Duty Orders (TDY).

- f. Prepares and maintain the Respect Staff campaign plan.
- g. Performs other duties as determined by the SAR, EOA, RPAC Chair or Vice Chair.

76. Vice-Chair for Mentorship. Under the guidance of the Chairperson and the supervision of the Executive Officer, the Vice-Chairperson for Mentorship (VCRM) supervises the progress of Cadets enrolled in the respect mentorship program.

Specific duties include:

- a. Establishes a working relationship with each mentor and serve as their point of contact with the Cadet Respect Committee.
- b. Assists the Cadet to attain program goals IAW the Mentorship Program SOP.
- c. Facilitates the mentor's efforts to ensure the Cadet validates the mentorship program process (to include admission, reflection, and rehabilitation).
- d. Provides feedback to the mentor based upon the Chains of Command and Respect Representative's monitoring of the Cadet's behavior.
- e. Tracks each Cadet's progress throughout the Mentorship Program.
- f. Provides guidance and assistance in the preparation of the Cadet's portfolio.
- g. Maintains a continuity file in order to facilitate the education of the rising VCRM.
- h. Maintains and revise the Mentorship SOP.
- i. Updates the Director, SCPME monthly on the status of Cadets enrolled in the Respect Mentorship Program.

77. Vice-Chair for Information Systems. Under the guidance of the Chairperson and the supervision of the Executive Officer, the Vice-Chairperson for Information Systems (R-VCIS) serve as the RPAC expert and focal point for matters pertaining to information systems. Ensures information systems support RPAC initiatives and policy.

Specific duties include:

- a. Establishes and maintains liaison with the Brigade Information Systems Officer and Information Systems Division (ISD), USCC.
- b. Organizes and conducts RPAC staff coordination to accomplish information management and outreach goals; provide guidance and assistance as required for Values and Health Awareness education initiatives.
- c. Maintains and monitors the RPAC web page: Update twice monthly.
- d. Coordinates all information management support to the RPAC staff to include:
 - 1) Audio visual requirements associated with briefings or presentations.
 - 2) Edits RPAC information on the RPAC web page.

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3) Coordinates RPAC outreach efforts. Duties include: Maintain the Respect brochure; Maintains Respect briefing displays; maintains digital records of all RPAC briefings, and diversity events; produces fliers and other advertisement in support of all RPAC activities at the discretion of the Chairperson; coordinates all RPAC printing requirements to include the hip-pocket training guide, and Health Awareness Guide reproduction; develops the digital mentorship data base.

- e. Performs other duties as determined by the SAR, EOA, or RPAC Chair or Vice Chair.

78. Vice-Chairperson for Communications (VCCOM). Under the supervision of the Chairperson for Respect, the Vice Chairperson for Communications is responsible for assisting the Chain of Command in assessing the alcohol, drug, and wellness climate, developing means to de-glamorize alcohol/drug use in the Corps of Cadets, and implementing peer education programs within the Corps of Cadets. The VCHA, in conjunction with the Vice-Chairperson for Education, oversees the development of all formal HA/ADDIC and Respect curriculum. The VCHA performs duties as assigned by the Special Assistant to the Commandant for Respect.

Specific duties include:

- a. Acts as president of the Brigade ADDIC meetings.
- b. Serves as the ADDIC liaison to the Brigade Respect Advisory Committee and the Quality of Life Council. Coordinate with the United States Military Academy Alcohol and Drug Control Officer.
- c. Serves as Charter President, *Bacchus and Gamma Peer Education Network* and on Cadet Health Promotion and Wellness Committee (CHPWC).
- d. Ensures ADDIC representation on the First Class Club Committee.
- e. Acts as a resource to the Cadet Chain of Command on substance abuse issues.
- f. Supervises the implementation of and continual improvement (rewriting) of the alcohol and drug awareness and prevention instruction for USCC. Directs and supervises the publication of Cadet X/Y cases, film clips, and movies, and makes recommendations for purchase of other instructional material on alcohol and drug issues.
- g. Assists in the preparation for and the conduct of instruction by the company Values Education Teams (VET). Evaluates the quality of alcohol and drug instruction and provides feedback on the delivery and the content of alcohol and drug classes. Assists in the planning and execution of the values education team conferences.
- h. Supervises the training of second-class company Alcohol and Drug Dependency Intervention Council Representatives, as well as those First Class representatives replacing elected officers (or the new Chain of Command in the Corps), to ensure they are qualified to fulfill their duties.
- i. Evaluates the level of Cadet understanding of alcohol and drug issues; develop training programs to reinforce weak areas or to correct misunderstandings.
- j. Prepares, posts and disseminates minutes following brigade ADDIC meetings.
- k. Coordinates all aspects of HA/ADDIC Panels and Forums.
- l. Coordinates SCPME sexual assault hotline requirements: serves as liaison between SCPME, Respect Cadets and CPD as required.
- m. Works in conjunction with the VCRE to ensure revision and publication of the Health Awareness Guide and Hip-Pocket Training Guide.

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79. Vice-Chairperson for Respect Education. Under the supervision of the Chairperson, the Vice-Chairperson for Respect Education (VCE) is responsible for planning and providing staff supervision of all respect training and education. This Cadet is charged with supervising the preparation of respect instruction during the complete 47 month experience, including Cadet Basic Training, Cadet Field Training, and the academic year.

Specific duties include:

- a. Creates and edits lesson plans for the Respect classes, and assists in the publication of lesson plans, film clips, movies, and any other instructional materials.
- b. Assists in the preparation and publication of the four-year Values Education Guide and all other instructional materials. This requires that he/she continually review educational material for improvement, and make recommendations on changes to lesson plans and acquisition of educational materials.
- c. Directs, coordinates, and supervises the preparation for and the conduct of instruction by Values Education Teams (VET) through a close working relationship with the Regimental Education Representatives. The VCE and the RERs evaluate the quality of Respect instruction and provides feedback on the delivery and content of Respect classes through the preparation, posting, and dissemination of class After Action Reviews (AARs).
- d. Works in conjunction with the SCPME Values Education Officer to plan and supervise all respect training. Supervise preparation and delivery of respect instruction during Cadet Basic Training, Cadet Field Training, and the academic year.
- e. Coordinates with the SCPME Values Education Officer on all matters dealing with the four-year Values Education Guide.
- f. Coordinates with the Vice-Chairperson for Respect and the Vice-Chairperson for Health Awareness to develop training programs that reinforce areas needing improvement.
- g. Works in conjunction with the VCHA to ensure revision and reproduction of the Health Awareness Guide and Hip-Pocket Training Guide.
- h. Performs other duties as determined by the Special Assistant to the Commandant for Respect and the Chairperson for Respect.

80. Brigade Chair for Health Awareness (BDE CHR H/A). Under the supervision of the Brigade Deputy Commander, the Brigade Chair for Health Awareness is responsible for assisting the Chain of Command in assessing the alcohol/tobacco/drug and wellness climate, developing means to de-glamorize alcohol/tobacco/drug use in the Corps of Cadets, and implementing peer education programs within the Corps of Cadets to encourage living a healthy lifestyle. The BDE CHR H/A, in conjunction with the Vice-Chairperson for Education, oversees the development of all formal Health Awareness and Respect curriculum. The BDE CHR H/A performs duties as assigned by the Special Assistant to the Commandant for Respect.

Specific duties include:

- a. Serves as the Respect/Health Awareness liaison to the Brigade Respect Advisory Committee, Cadet Health Promotion and Wellness Committee (CHPWC), First Class Club Committee and the Quality of Life Council.
- b. Acts as a resource to the Cadet Chain of Command on alcohol/tobacco/drug issues and other health promotion topics for living a healthy lifestyle.
- c. Supervises the training of second-class company Respect Representatives as well as those First Class representatives replacing elected officers (or the new Chain of Command in the Corps), to ensure they are qualified to fulfill their duties.

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- d. Through Regimental representatives, assists in the preparation for and the conduct of instruction by the company Respect Representatives. Evaluates quality of instruction and the level of Cadet understanding of alcohol/tobacco/drug issues. Provides feedback on the delivery and content of classes; makes recommendations as necessary to reinforce weak areas or to correct misunderstandings.
- e. Supervises the implementation of and continual improvement (rewriting) of the alcohol/tobacco/drug awareness and prevention instruction for USCC. Directs and supervises the publication of Cadet X/Y cases, film clips, and movies. Makes recommendations for purchase of instructional material on alcohol/tobacco/drugs.
- f. Coordinates all aspects of Health Awareness panels, forums, and education. Maintain continuity book documenting events, training curriculum, POC list, and resources.
- g. Prepares and disseminates health awareness topic information. Maintains active monthly bulletin board (i.e. articles, research, tips, posters, etc.) and weekly information slides for mess hall slide show and website.
- h. Coordinates with Vice-Chair for Information Systems to promote Health Awareness education initiatives, to include revision and publication of the Health Awareness Guide. Assists in coordination of Cadet volunteers.
- i. Coordinates with CPD CHPWC representative regarding tobacco cessation initiatives.
- j. Coordinates with Cadet Mess, Hostess, USCC Safety Office, and Alcohol and Drug Control Office CHPWC representatives regarding responsible use of alcohol initiatives.
- k. Coordinates with Brigade Athletic Officer and DPE CHPWC representative regarding physical fitness initiatives.
- l. Coordinates with Brigade Assistant Supply Officer for Mess Operations and USCC Dietitian for performance nutrition, dietary supplements and eating disorder initiatives.
- m. Coordinates with Brigade MWR and Assistant Activities Officers and DCA CHPWC representative regarding CHPWC/DCA sponsored “Fall into Wellness” and “De-Stress for Success” events.
- n. Coordinates with CPD and CEP CHPWC representatives regarding stress/time/sleep management initiatives.
- o. Coordinates with Mologne Cadet Health Clinic CHPWC Co-Chair regarding Cadet health initiatives.
- p. Coordinates with Cadets Against Sexual Harassment/Assault (CASH/A) as needed.

81. Brigade CASH/A Representative. The Brigade CASH/A Representative is the senior Cadet in the Corps responsible for handling the matters of sexual assault and sexual harassment education within the Corps. While ALL Cadets are ultimately stewards of the regulations on sexual harassment and assault, members of CASH/A bear special responsibility for its maintenance. The Brigade Representative is responsible to the Corps of Cadets, the CASH/A Executive Board, and the Brigade Commander for the administration of the CASH/A Program. The Brigade Representative coordinates and supervises all aspects of sexual assault and harassment education and inculcation and is responsible for the general functioning of the CASH/A Program.

Specific duties include:

- a. Advises the Brigade Commander.
- b. Sets the Cadets Against Sexual Harassment and Assault (CASH/A) vision.
- c. Acts as the official spokesperson for the CASH/A Program to all external organizations.
- d. Attends monthly SARB.

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- e. Holds and presides over brigade CASH/A meetings.
- f. Oversees the CASH/A Executive Board.
- g. Coordinates with the Brigade Commander to update the leadership of the Corps of Cadets about issues pertaining to sexual harassment and assault.
- h. Oversees the appointments of Company CASH/A Representatives and the appointments of the Executive Committee and Regimental CASH/A Representatives from within the group of Cadets that have successfully completed the CASH/A or SHARP training.
- i. Provides for the education, training, and certification of all newly elected Company CASH/A Representatives and members of the Regimental CASH/A Representatives and Executive Board Staff.
- j. Maintains a continuity file in order to facilitate the education of the rising Brigade Representative.
- k. Performs other duties as determined by the Commandant or SARC/ SHARP Representative.

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1. Regimental Commander. Commands the Regiment under the supervision of the Regimental Tactical Officer (RTO) and Brigade Commander. Supervises the Cadet Regimental Executive Officer, Regimental Command Sergeant Major, and Battalion Commanders. He or she is responsible to the RTO and the Brigade Commander for the overall performance of the regiment. The Regimental Commander exercises this responsibility through subordinate Commanders, and other members of the Cadet Chain of Command and staff members to include Cadet Noncommissioned Officers.

Specific duties include:

- a. Provides the principal formal and informal, two-way communications link between the RTO and the Cadets assigned to the regiment.
- b. Provides clarification of the RTOs and Brigade Commander's policies, provides guidance for implementation of such policies as appropriate, and monitors the performance of subordinate units.
- c. Establishes specific goals and objectives for the academic year to give direction to the regiment. Provides resources necessary to meet the established goals and objectives.
- d. Inspects as required to ascertain the state of appearance, discipline, morale, maintenance, training, and administrative and logistical support of the regiment. Provides feedback to the RTO and the Cadet Chain of Command, as required.
- e. Provides guidance for the supervision and coordination of the regimental staff. Monitors staff performance through the Regimental Executive Officer.
- f. Ensures information is disseminated to companies and staff sections.
- g. Monitors the execution of the West Point Leader Development System (WPLDS) to ensure consistency within the regiment.
- h. Publishes Regimental policies, with the approval of the RTO.
- i. Maintains command interest in the Honor System and monitor attitudes toward the Cadet Honor Code through the Regimental Honor representative.
- j. Supervises and commands formations and ceremonies.
- k. Establishes an effective working relationship and command climate with subordinate Commanders to ensure effective execution of duties and unit goals.

2. Regimental Command Sergeant Major. The Regimental Command Sergeant Major is the senior Cadet Noncommissioned Officer in the regiment. The Command Sergeant Major supervises the execution of established policies and standards pertaining to the performance, training, appearance, and conduct of Cadet Noncommissioned Officers and privates. Supervised by the Regimental Commander.

Specific duties include:

- a. Establishes and maintains liaison with the senior regimental tactical noncommissioned officer, Brigade Command Sergeant Major, and Battalion Command Sergeants Major. Performs other duties as assigned.
- b. Advises and initiates recommendations to the Regimental Commander and staff in matters concerning Cadet Noncommissioned Officers and privates.
- c. Establishes and maintains communication with the Cadet Noncommissioned Officers and privates through noncommissioned officer support channels.

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- d. Assists in the dissemination of information, approved policy, and details necessary for the daily operation and maintenance of the regiment.
- e. Monitors the police of the unit area, through periodic inspection.
- f. Monitors unit status reports.
- g. Coordinates fall clean up for the regiment.
- h. Assists the Regimental Commander in the conduct of inspections, drill and ceremonies, etc.
- i. Monitors the level of performance and status of training, appearance, discipline, and morale of the regiment, through periodic inspection of formations, drill, training, and barracks. Provides feedback to Regimental Commander.
- j. Develops policy recommendations for the Regimental Commander for the regimental competition for the best fourth-class Cadet.

3. Regimental Executive Officer. Second in command of the regiment. Assumes command of the unit in the absence of the Commander. Responsible to the Commander for the execution of staff tasks and the coordinated efforts of the staff members to ensure that they perform as an entity and not as separate staff sections. The Executive Officer directs, coordinates, and supervises all staff actions and ensures they meet the Commander's guidance. He or she is supervised by the Regimental Commander. Supervises the regimental staff and serves as an intermediate Cadet Commander for the staff regarding the processing of Summary 2-3s.

Specific duties include:

- a. Establishes and maintains liaison with officer counterpart. Performs other duties as assigned.
- b. Ensures liaison is established with the brigade and battalion staffs.
- c. Formulates policy for the operation of the staff. Coordinates and supervises the activities of the staff in support of the Regimental Commander's guidance and decisions.
- d. Informs the Regimental Commander of staff activities and the requirements placed on the regiment by outside agencies and higher headquarters.
- e. Supervises preparation of operation orders to be issued by the Regimental Commander.
- f. Responsible to the Regimental Commander for the good order, discipline, billeting, internal administration, supply, training, morale, and general efficiency of the regimental staff.
- g. Serves as the principal point of contact in the regiment for matters pertaining to command and public information. Deals directly with the Battalion Executive Officers on public information issues.
- h. Maintains liaison and conducts staff coordination with the Brigade Executive Officer and Battalion Executive Officers. Provides assistance as required.
- i. Consolidates and reviews for accuracy and format all reports submitted by subordinate units and the regimental staff. Forward records and reports as required. Ensures all suspenses are met.
- j. Establishes and maintains liaison with the Regimental Ring and Crest, and Class representatives. Provides assistance as required.

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k. Assists in the coordination and supervision of special events such as Homecoming Weekend, Air Force or Navy Week events, etc.

l. Supervises the planning, coordination, and execution of regimental activities.

m. Monitors the maintenance of regimental staff continuity folders.

n. Performs other duties as determined by the officer counterpart and Regimental Commander.

4. Regimental Adjutant. The Regimental Adjutant has primary staff responsibility for personnel and administrative matters pertaining to the regiment. He or she is the principal advisor on administrative procedures and regulations. He or she coordinates the assignment of guards, ushers, duty officers, and other recurring duties. He or she is supervised by the Regimental Executive Officer and supervises the Regimental Assistant Adjutant.

Specific duties include:

a. Establishes and maintains liaison with the Brigade Adjutant and Battalion Adjutants.

b. Through the Regimental Executive Officer, informs the Regimental Commander of all matters pertaining to personnel, and administration issues.

c. Prepares correspondence and reports as directed by the Regimental Commander and Executive Officer.

d. Provides feedback through the Executive Officer to the Regimental Commander concerning subordinate unit compliance with established policies, directives, and instructions concerning personnel and administrative matters.

e. Prepares and publishes guard and duty assignments to include: Regimental Duty Officer (RDO), escorts, ushers for football games and designated ceremonies, as well as other recurring duties as required.

f. Provides input concerning personnel and administrative matters as a part of the staff planning process for regimental activities. Ensures guard requirements are evenly distributed among the battalions to minimize impact on unit size for parades.

g. Prepares the administrative annex for operation orders issued by Regimental Commander.

h. Monitors and supervise all matters of unit security.

i. Provides the Brigade Adjutant with input concerning safety-related actions.

j. Serves as the regimental expert and point-of-contact for matters pertaining to regulations, directives, and policies of the unit.

k. Submits regimental accountability reports at formations, special events, branch orientation lectures and reports all discrepancies to the Brigade Adjutant.

l. Briefs RDOs prior to their assumption of duty, reviews RDO daily staff journal, and debriefs RDOs upon relief from duty.

m. Actively supervises his or her assistant in the performance of duties. This includes assignment of tasks, providing guidance for task accomplishment, and providing performance feedback.

n. Conducts staff coordination with the Brigade and Battalion Adjutants. Provides assistance as required.

o. Serves as Regimental Project Officer for blood drives and various fund drives such as Army Emergency Relief and Combined Federal Campaign.

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p. Provides clear guidance for CCQ duties, and instructional books and ensure proper procedures are being followed.

q. Coordinates personnel issues in support of fatigue details.

5. Regimental Assistant Adjutant. Under the supervision of the Regimental Adjutant, serves as the Cadet expert and focal point for matters pertaining to personnel accountability and administrative procedures.

Specific duties include:

a. Becomes familiar with the duties of the Regimental Adjutant and assumes responsibilities in the absence of the Adjutant.

b. Manages accountability for the Regiment.

c. Coordinator for the Corps' Army Emergency Relief Fund (AER) program.

d. Coordinator for the Corps' Combined Federal Campaign (CFC) program.

e. Community Service Officer.

f. Ensures all duty officers for each week understand their responsibilities.

g. Ensures that all VIP and escort taskings are coordinated with the Brigade Assistant Adjutant for Escorts.

h. Ensures that the following lists and rosters provided by Brigade are distributed to the appropriate subordinate units: upper-class guards, ceremony guards, auditorium ushers for lectures and briefings, and football or ceremony ushers.

6. Regimental Information System Officer. Under the supervision of the Regimental Executive Officer with direct coordination with the Brigade Information System Officer, serves as the Cadet expert and focal point for matters pertaining to information systems (Cadet network environment, official Cadet telephones, forms, and reproduction).

Specific duties include:

a. Establishes and maintains liaison with the Brigade Information Systems Officer (ISO).

b. Organizes and conducts staff coordination to accomplish information management goals, providing guidance and assistance as required to the Battalion S1 and Company Information Systems Officers.

c. Plans, coordinates, and administers the official Cadet telephone system in conjunction with the Brigade ISO. Monitors adherence to USCC policy on the allocation and use of official phones.

d. Coordinates with and adheres to the directives of the Brigade ISO in ensuring maximum Cadet usage of the USMA communications infrastructure.

e. Employs the automated forms system to maintain adequate supply of forms for Regimental staff usage.

f. Provides all information management support to the Regimental staff.

g. Monitors operation of the Regimental protected electronic bulletin board. Instructs the Regimental Commander on access to all regimental protected bulletin boards.

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- h. Serves as the principal point of contact in the regiment for questions pertaining to information systems matters.
- i. Prepares the information management annexes for operation orders issued by the Regimental Commander.
- j. Serves as the Regimental WEB master and monitors subordinate WEB pages for adherence to USMA and Brigade policy.

7. Regimental Operations Officer. The Regimental Operations Officer has primary staff responsibility for planning, coordinating, and supervising all training, parades, ceremonies, and other special operations conducted by the regiment. Supervised by the Regimental Commander. Supervises the Regimental Assistant Operations Officers and Regimental Sandhurst Officer.

Specific duties include:

- a. Establishes and maintains liaison with the Brigade Operations Officer.
- b. Through the Regimental Executive Officer, informs the Regimental Commander of all operations and training issues.
- c. Provides feedback through the Regimental Executive Officer to the Regimental Commander concerning subordinate unit compliance with established policies, directives, and instructions concerning operations and training.
- d. Provides input concerning operations and training as a part of the staff planning process for regimental level activities.
- e. Develops the execution portion of operation orders issued by the Regimental Commander. Assembles, publishes, and briefs all operation orders issued by the Regimental Commander.
- f. Establishes and maintains staff coordination and liaison with the Battalion Operations Officers. Provides assistance as required.
- g. Monitors unit compliance with the weekly activities schedule.
- h. Schedules facilities to be used by the unit in training or other activities. Works closely with AVIT and auditorium scheduling personnel in the Dean's office to insure required support for the regiment.
- i. Assists in the coordination and supervision of spirit support trips and special ceremonies; e.g., Army-Navy March On, Graduation Parade, etc.; Plebe-Parent Weekend; Graduation Week; and other special events as directed by the Chain of Command. Conducts briefings to the regiment as required.
- j. Provides staff supervision of drill to ensure the regiment's proficiency. Provides regimental guidance for the conduct of each drill period.
- k. Establishes and implements a unit grading program for evaluating unit performance. Supervises implementation to include compiling all grading and input from other staff agencies. Disseminates results through the Chain of Command as soon as possible.

8. Regimental Assistant Operations Officer (Training). Under the supervision of the Regimental S3 Officer, plans, coordinates, and supervises all regimental training events.

Specific duties include:

- a. Provides input concerning training as part of the staff planning process for regimental level activities.

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- b. Establishes and maintains liaison with the Brigade Assistant Operations Officer for plans and training.
- c. Compiles and maintains all training statistics for remedial training conducted during the academic year for promotion purposes.
- d. Schedules land and facilities to be used by the regiment for training and other activities.

9. Regimental Assistant Operations Officer (Drill and Ceremony). Under the supervision of the Regimental S3 Officer, conducts and sets-up drill and ceremonies training and events.

Specific duties include:

- a. Establishes and maintains liaison with the Brigade Assistant S3 (Drill and Ceremony) in planning and conducting all drill practices and parades.
- b. Provides staff supervision of drill to ensure proficiency of the regiment. Provides regimental guidance for the conduct of each drill period.
- c. Plans and conducts all other types of ceremony events for the regiment (Ring Weekend, Branch Night, Mandatory Corps activities, etc.).
- d. Manages accountability for all unit drill and march on events. Educates subordinate units on authos periods for Corps Squad and Club level activities.

10. Regimental Operations NCO. Performs duties as the primary noncommissioned officer to the Regimental Operations Officer. Assists in the day-to-day operations of the regiment.

Specific duties include:

- a. Monitors the USCC daily and weekly schedules and informs the regiment of all changes.
- b. Assists in the coordination and supervision of spirit support operations within the regiment.
- c. Performs other duties as directed by the Regimental Operations Officer.

11. Regimental Supply Officer. The Regimental Supply Officer has primary staff responsibility for all logistical matters pertaining to the regiment. Under the supervision of the Regimental Executive Officer, coordinates and monitors all logistical matters to include: mess hall related actions, supply, service, maintenance, and transportation. Supervises the Regimental Assistant Supply Officer.

Specific duties include:

- a. Keeps the Regimental Commander informed of all matters pertaining to logistics.
- b. Conducts staff coordination with the Brigade Supply Officer and Battalion Supply Officers. Provides assistance as required.
- c. Provides feedback through the Regimental Executive Officer to the Regimental Commander concerning subordinate unit compliance with established policies, directives, and instructions concerning logistical matters.
- d. Provides input concerning logistical matters as a part of the staff planning process for regimental activities.
- e. Prepares the logistical annex for operations orders issued by the Regimental Commander.
- f. Monitors implementation of the optional meal system.

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- g. Allocates mess hall tables to subordinate units.
- h. Consolidates missed meal reports for mandatory meals from battalions and forward to the Brigade Supply Officer.
- i. Supervises implementation of the Cadet POV parking plan and Cadet POV movement plan for football weekends.
- j. Publicizes and monitors subordinate unit compliance with published issue and turn-in schedules.
- k. Publicizes and monitors subordinate unit compliance with published procedures, regulations, and schedules pertaining to the send-out of laundry and dry cleaning. Monitors laundry delivery in unit areas to ensure adherence to schedule, prompt clearing of hallways after delivery, redirection of misrouted laundry to proper companies, and return of unidentifiable laundry to the laundry call office.
- l. Consolidates recurring laundry complaints and forwards to the Brigade Supply Officer.
- m. Monitors the First Class ordering and fitting of Army uniforms; ensure Cadets pick-up purchased items from vendors.
- n. Coordinates supply support for fatigue details with the USCC S-4 and DEH.

12. Regimental Assistant Supply Officer. Performs duties as directed by the Regimental Supply Officer.

13. Regimental Athletic Officer. The Regimental Athletic Officer has primary staff responsibility for the organization and conduct of the unit athletic program. Through the Chain of Command, the Athletic Officer coordinates and supervises the regimental athletic program ensuring that teams, coaches, and officials are available. Supervised by the Regimental S3 Officer.

Specific duties include:

- a. Through the Regimental Executive Officer, informs the Regimental Commander informed on the regimental athletic program.
- b. Establishes and maintains liaison with their Company Athletics Officers and the Brigade Athletic Officer.
- c. Organizes, administers, and conducts the Company Athletics program within the limitations of USCC Cir 28-1, separate memoranda published by HQ, USCC, or the Department of Physical Education (DPE), and directives of the Regimental Commander.
- d. Evaluates the qualifications of Cadets nominated for Cadet-in-charge and official assignments before approving the same.
- e. Ensures that Cadets assigned as officials who fail to meet the desired standards or become medically disqualified to perform their duties are immediately replaced.
- f. Monitors initial team assignments rosters submitted by the Company Athletic Officers for violation of eligibility rules and update these rosters as necessary.
- g. Provides Battalion Athletic Officers with copies of corps squad and competitive club personnel so that they can ensure that Cadets carried as members of corps squad or competitive clubs are carried on the official team lists.
- h. Ensures Cadets dropped from corps squad or club teams are immediately assigned to a Company Athletics team.

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- i. After initial sports assignments are frozen, recommends changes dictated by injuries or required to enable a company to fill a team with minimum strength in that sport.
- j. Ensures assigned companies complete daily attendance report.
- k. Supervises the day-to-day operation of the Company Athletics program through the Company Athletic Officers and Cadets-in-Charge of sports.
- l. At the end of each season, ensures all participation have received a CSI grade.
- m. Serves as the regimental expert and point of contact for USCC Regulation 28-1.

14. Regimental Physical Development Officer. Under the supervision of the Regimental S3 Officer, the Regimental Physical Development Officer has the primary staff responsibility for the organization and conduct of the unit physical training and testing program. Serves as the primary liaison with DPE for all physical training and testing. Through the Chain of Command, the regimental PDO coordinates with the battalions to ensure that the physical training and testing are being executed to standard.

Specific duties include:

- a. Ensures all testing teams in the regiment are certified and trained to perform their duties. In conjunction with DPE, monitors regimental APFTs and the testing team's performance to ensure that grading is done to standard.
- b. Maintains liaison with the DPE and the Brigade PDO to coordinate testing, re-testing, and resolve conflicts in scheduling between units associated with unit physical training.
- c. Develops a regimental physical training program that meets the Commander's intent for physical fitness within the unit. Keeps the Commander updated on the level of fitness within the regiment. Monitors the execution of physical training in the unit and ensure that it is conducted in accordance with the Academy Schedule.
- d. Maintain the regiment's records for the APFT and IOCT scores. Tracks those Cadets who fail one or both test and ensure that they complete re-testing per the schedule. Work with the Brigade Surgeon and DPE to ensure that Cadets on profile are handled correctly and that the proper amount of rehabilitation time is allocated before re-testing.
- e. Disseminates information concerning DPE testing and physical education instruction. Monitors Cadet attendance at DPE tests and enrollment in scheduled instruction.
- f. Works with the assistant Brigade Athletic Officer to implement and supervise the First Class administration of the APFT IAW FM 21-20.

15. Regimental Sandhurst Officer. Serves as the primary staff officer for Sandhurst training and the competition. Supervised by the Regimental S3 Officer. Supervises the Regimental Sandhurst Sergeant Major.

Specific duties include:

- a. Establishes and maintains liaison with the Brigade Assistant Operations Officer, Sandhurst.
- b. Through the Regimental Operations Officer, informs the Regimental Commander of all matters pertaining to the Sandhurst training and competition.
- c. In conjunction with the Brigade Sandhurst Officer and the Battalion Sandhurst Officers, assists in developing the Sandhurst training and competition schedule.
- d. Coordinates regimental training and competition support requirements for both personnel and equipment.

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- e. Coordinates and allocates all training facilities required for conduct of Sandhurst training.
- f. Serves as regimental point of contact for all questions regarding Sandhurst training and competition to include allocation of resources, tasks, conditions, and standards for the competition; and other administrative matters.
- g. Monitors conduct of the training and provide feedback through the Chain of Command on problem areas and training suggestions.
- h. Monitors the conduct of the competition and provides feedback through the Chain of Command on subordinate unit performance.

16. Regimental Sandhurst Sergeant Major. Under the supervision of Regimental Sandhurst Officer, executes resource and facilities allocation plan for Sandhurst training. Coordinates and monitors subordinate unit usage, receipt, and turn-in of Sandhurst training equipment. Serves as the regiment's point of contact on the tasks, conditions, and standards of the competition.

17. Regimental Honor Representative. Under the supervision of the Chairperson, maintains responsibility for the administration of the Honor System within the Regiment. Keeps the Regimental Commander informed on honor matters in the regiment.

Specific duties include:

- a. Appoints an investigative team and supervises the investigation of all suspected honor violations within the regiment (or any case in another regiment when so directed by the Chairperson or vice-Chairperson for investigations).
- b. Monitors all investigations for compliance IAW USCC Pam 15-1, *Honor Committee Procedures*.
- c. Confers regularly with the Company Honor Representatives about Honor Committee policy, Cadet attitudes regarding the Honor Code and Honor System, and the progress of honor education within each company.
- d. Acts as a liaison between the Honor Committee executive staff, the Company Honor Representatives in the regiment, the Regimental Tactical Officer, and the Cadet Regimental Commander.
- e. Inform the Honor Committee executive staff regarding the views of the Company Honor Representatives within the regiment.
- f. Monitors the honor education of companies within the regiment and informs the Vice-Chairperson for Honor Education of the status of the education program within the regiment.

18. Regimental Respect Representative. Under the supervision of the Chairperson of the Respect Program, maintain responsibility for execution of RPAC ethnic/diversity initiatives within their assigned Regiment.

Specific duties include:

- a. Serve as an advisor to the Chairperson for the Respect Program, and the Cadet Regimental Commanders concerning Respect issues within their unit. In this capacity, Regimental Respect Representatives gauge the command climate and awareness of health issues via feedback from company representatives, and recommend courses of action to remedy issues and problems accordingly.
- b. Assist the Vice-Chairperson for Respect Education in evaluating Respect Education. This includes collecting class AARs for assessment and spot checking on respect training.

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- c. Serve as liaison between the Brigade Respect Staff, Company Respect/Health Awareness Representatives, the Regimental Tactical Officer, and the Cadet Regimental Commander.
- d. Serve as principle staff officer responsible for the regiment's execution of the Alcohol and Drug Dependency Intervention Council (ADDIC).
- e. Oversee distribution and implementation of the MEOC survey within their regiment.
- f. Perform other duties as determined by the Chairperson and/or Vice-Chairperson for Respect.
- g. Plan, coordinate, and execute RPAC ethnic activities.

19. Regimental Education Officer. The Regimental Education Officer is responsible for all values education training within their respective regiments and serve as principal advisors to their Cadet Regimental Commanders and Regimental Tactical Officers on all values education issues. The Regimental Education Officer works for the Brigade Commander, and coordinates with the VCRE, VCHE, and SCPME Education Officer.

20. Regimental Physical Security and Public Affairs Officer. The Regimental Physical Security and Public Affairs Officer has primary staff responsibility for intelligence, personal and property security, and public affairs matters pertaining to their specific regiment and is supervised by the Regimental Executive Officer and the Brigade Physical Security and Public Affairs Officer. Serves as the principal advisor on intelligence, physical security and public affairs.

Specific duties include:

- a. Through the Regimental Executive Officer, keeps the Regimental Commander informed of all matters pertaining to physical security and public affairs as they pertain to Cadets within the regiment.
- b. Establishes and maintains staff coordination and liaison with the Cadet Company Physical Security Officers, ensuring compliance with brigade-wide policies as they pertain to physical security and public affairs matters.
- c. Collects, processes, and produces intelligence information for use by the Brigade Operations Officer.
- d. Evaluates physical security vulnerabilities in the regiment by coordinating security checks with regimental counterparts. These may include trunk room inspections and assessing key control procedures through unannounced on-site visits.
- e. Serves as the Public Affairs Officer for the regiment supporting approved media requests and USMA's strategic communications initiatives.
- f. Maintains active liaison with the Brigade Physical Security and Public Affairs Officer, receiving and supporting requests by the USMA PAO for Cadet participation in approved media activities, such as electronic and print interviews, still photo and moving picture shoots and speaking engagements.
- g. Identifies and recommends suitable Cadets to fill media requests for the regiment. Ensures Cadets are informed of the nature of the project(s) for which they have been selected and the appropriate reporting procedures, to include date, time, location and uniform requirements.
- h. With guidance and training from the USMA PAO, works with counterparts (Physical Security and Public Affairs Officers) to identify and train selected Cadets in media relations, public affairs, public speaking, and current Army and USMA themes and topics of interest.
- i. Maintains close coordination with the Media Club, the Cadet Public Relations Council (CPRC) and the Brigade Spirit Officer for mutual cooperation on media projects. Assists in the production of spirit videos.

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21. Regimental MWR Representative. Under the supervision of the Regimental Operations Officer, has primary staff responsibility for activities designed to provide support for Army athletic teams (corps squad, club, and company sports).

Specific duties include:

- a. Establishes and maintains liaison with the Brigade A/S3 (Spirit).
- b. Principle coordinator for the Regimental Commander on spirit matters.
- c. Coordinates all activities of the regiment in order to support the needs of the coaches, team members, and the Corps of Cadets. Supervises the allocation and distribution of resources to accomplish the mission of spirit.
- d. Leads the Regimental spirit effort.
- e. Plans, coordinates, and supervise Cadet trip sections within the regiment to support Army teams.
- f. Prepares and submits after action reports for spirit activities.
- g. Integrates other DCA groups into spirit functions as needed in coordination with and approval by the Brigade A/S3 (Spirit).
- h. Organizes and implements special projects at the direction of the Regimental S3 Officer.
- i. Coordinates and supervises the execution of the Adopt-A-Team program.
- j. Responsible for synchronizing battalion spirit activities across the regiment.

22. Regimental Academic Officer. Responsible to the Regimental Commander, monitors and supervises battalion level academic programs. Under the supervision of the Brigade Academic Officer and Regimental Commander, coordinates Regimental academic matters.

Specific duties include:

- a. Keeps the Regimental Commander informed of all matters pertaining to academics.
- b. Supervises the Company Academic Officers in the performance of their duties. This includes assignment of tasks, providing guidance on task accomplishment, supervising task accomplishment, and providing performance feedback.
- c. Monitors Cadet academic performance:
 - 1) Monitors that battalions are identifying, counseling, and assisting deficient Cadets.
 - 2) Inspects company study conditions to ensure maintenance of a good study environment.
 - 3) Recognizes academic excellence and improvement.
- d. Maintains regimental academic files.
- e. Monitors use of company study rooms in the regiment.
- f. Each semester, coordinates through the brigade academic officer and the Regimental S3 Officer the Dean's company academic awards ceremony no later than one month into the semester.
- g. Serves as a member of the Academic Excellence Committee of the Dean's Faculty Council.

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h. At the conclusion of the semester, recommends to the brigade academic officer the winning company for the Dean's Silver Star. Criteria used in this assessment are those delineated in the Dean's Silver Star worksheet. In order to effectively assess each company's academic program, utilizing this worksheet, the regimental academic officer should inspect each company in his/her Regiment at least twice during the semester.

23. Regimental CASH/A Representative. The Regimental CASH/A Representatives are responsible for sexual assault/harassment matters within their respective regiments. As members of the Executive Board Staff, they are responsible to the Brigade Representative. They are principal advisors to their Regimental Commander and Regimental Tactical Officer involving sexual assault/ harassment matters within their respective regiment.

Specific duties include:

- a. Serve as the senior Cadet supervising all sexual assault/ harassment related matters in the regiment.
- b. Serve as a staff position for the Executive Committee.
- c. Attend CASH/A Classes within the regiment and provide feedback as appropriate to the Company Representatives.
- d. Attend bi-monthly Executive Committee meetings.
- e. Provide feedback and suggestions to appropriate members of the Executive Committee and to the Brigade Representative to keep them informed of pertinent issues in each regiment.
- f. Act as a liaison between other members of the CASH/A Executive Staff and Company CASH/A Representatives in the regiment.
- g. Hold weekly meetings with all Company CASH/A Representatives within the regiment in order to discuss current issues facing the committee, disseminate information obtained at Executive Staff meetings, and maintain working relationships between Company CASH/A Representatives and the Regimental CASH/A Representative.
- h. Ensure Company CASH/A Representatives are serving as points of contact within their company.
- i. During the Summer Training period, assist with CASH/A education for CBT, CFT, CLDT, SGR, or other Military Training Requirements.
- j. Maintain a continuity file in order to facilitate the education of the rising Regimental CASH/A Representatives.
- k. Perform other duties as determined by the Regimental Commander, Brigade Representative, or Executive Board.
- l. Conduct inspections on Company CASH/A information centers.

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1. Battalion Commander. Under the supervision of the Regimental Tactical Officer, Battalion Tactical Officer and Regimental Commander, commands the battalion and is responsible to them for the overall performance of the battalion. The Battalion Commander is responsible for the good order, discipline, internal administration, supply, maintenance, training, morale, and general efficiency of the battalion. The Battalion Commander exercises this responsibility through Company Commanders and other members of the Cadet Chain of Command and staff members to include Cadet Noncommissioned Officers.

Specific duties include:

- a. Establishes and maintains liaison with the Battalion Tactical Officer, the Regimental Commander, and Company Commanders. Performs duties as assigned.
- b. Ensures information is disseminated to each subordinate unit.
- c. Establishes specific goals and objectives for the academic year to give direction to the efforts of the Cadets in the battalion, based on policies and priorities set by officer and Cadet superiors and the Commander's assessment of the developmental needs of the Cadets in the battalion. Provides the resources necessary to meet the established goals and standards.
- d. Inspects as required to determine the state of appearance, discipline, morale, maintenance, training, and administrative and logistical support of the battalion. Provides feedback to the Battalion Tactical Officer and the Cadet Chain of Command as required.
- e. Provides guidance for the supervision and coordination of the battalion staff. Monitors staff performance through the Battalion Executive Officer.
- f. Monitors execution of the West Point Leader Development System to ensure compliance within the battalion.
- g. Conducts formations and ceremonies as required. Monitors the personnel accountability status of subordinate units.
- h. Provides feedback to the Cadet Chain of Command to enhance performance.

2. Battalion Command Sergeant Major. The Battalion Command Sergeant Major (Command Sergeant Major) is the senior Cadet Noncommissioned Officer. The Command Sergeant Major supervises the execution of established policies and standards pertaining to the performance, training, appearance, and conduct of Cadet Noncommissioned Officers and privates.

Specific duties include:

- a. Establishes and maintains liaison with the battalion tactical noncommissioned officer, the regimental Command Sergeant Major, and Company First Sergeants. Provides assistance as required.
- b. Advises Battalion Commander and staff in matters concerning Cadet Noncommissioned Officers and privates.
- c. Establishes and maintains communication with the Cadet Noncommissioned Officers and privates through the noncommissioned officer channel.
- d. Assists in the dissemination of information, approved policy, and details necessary for the daily operation and maintenance of the battalion.
- e. Monitors the police of the battalion area through periodic inspections and develops and implements a rotation plan for the police call areas assigned by regiment.

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- f. Monitors the appearance and training of the battalion staff with respect to rooms, personal appearance and drill.
- g. Coordinates fall and spring clean up for the battalion.
- h. Assists the Battalion Commander in inspections and award ceremonies.
- i. Monitors the level of performance and status of training, appearance, discipline, and morale of the Cadets in of the battalion through periodic inspection of formations drill, training, and barracks. Provides feedback to the Battalion Commander and the regimental Command Sergeant Major.
- j. Develops policy recommendations for the Battalion Commander for battalion competition for best Cadet Private, Corporal, and Cadet Sergeant.
- k. Monitors laundry delivery in unit areas to ensure adherence to schedule, prompt clearing of hallways after delivery, redirection of misrouted laundry to proper companies, and return of unidentifiable laundry to the laundry call office.
- l. Monitors the state of maintenance for barracks and work with supply personnel to fix discrepancies in a timely manner.
- m. Monitors morale of Cadets, especially the lower three classes, in subordinate units and inform the Battalion Commander on issues of concern.
- n. Monitors the leader development of all Cadet Non-Commissioned Officers.

3. Battalion Executive Officer. Second in command of the battalion; assumes acting command of the unit in the absence of the Battalion Commander. Responsible to the Commander, executes staff tasks and the coordinated efforts of the staff members. The Executive Officer directs, coordinates, and supervises all staff actions and ensures they meet the Commander's guidance.

Specific duties include:

- a. Establishes and maintains liaison with the Regimental Tactical Officer, Battalion Tactical Officer, regimental staff and individual companies.
- b. Liaisons between regimental and company staffs. Maintains liaison and conduct staffs' coordination with the Regimental Executive Officer and Company Executive Officers. Provides assistance as required.
- c. Formulates policy for the operations of the staff and coordinate and supervise the activities of the staff in support of the Battalion Commander's guidance and decisions.
- d. Keeps the Battalion Commander informed of staff activities and the requirements placed on the battalion by outside agencies and higher headquarters.
- e. Responsible to the Battalion Commander for the good order, discipline, billeting, internal administration, supply, training, morale, and general efficiency of the battalion staff.
- f. Supervises preparation of operation orders to be issued by the Battalion Commander.
- g. Serves as the battalion point of contact for extracurricular activities and monitor unit compliance with USCC Regulation 28-1. Provides assistance to subordinate units as required.

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h. Serves as the Evaluation's Officer for the battalion. Ensures that CPRs on the battalion staff are conducted IAW USCC SOP; ensure military development grades are assigned according to published policy.

4. Battalion Adjutant. The Battalion Adjutant has primary staff responsibility for personnel and administrative matters pertaining to the battalion. Serves as the principal advisor on all administrative procedures, regulations and information management.

Specific duties include:

a. Establishes and maintains liaison and conduct staff coordination with the Regimental Adjutant, company Executive Officers, and Company Administration Sergeants. Provides assistance as required.

b. Provides through the Battalion Executive Officer information on all matters pertaining to personnel, administration, and information management systems including subordinate unit compliance with established policies, directives, and instructions.

c. Prepares correspondence and reports as directed by the Battalion Commander and Executive Officer.

d. Prepares and publishes guard and duty assignments to include: daily guards, escorts, ushers for football games, designated ceremonies, and other recurring duties.

e. Provides input concerning personnel and administrative matters as a part of the staff planning process for battalion activities.

f. Prepares the administrative annex for operation orders issued by the Battalion Commander.

g. Supervises and monitors all matters of unit security.

h. Supervises and monitors all matters pertaining to unit safety.

i. Serves as the battalion expert and point of contact for matters pertaining to regulations, directives, and policies.

j. Receives and consolidates battalion accountability reports at mandatory formations and special events. Monitor unit status reports; consolidates reports into battalion staff status report.

k. Serves as battalion project officer for blood drives and various fund drives such as AER and CFC.

l. Serves as the battalion liaison to the Regimental ISO for matters pertaining to information systems (Cadet network environment, official Cadet telephones, forms, and reproduction).

m. Prepares the information management annexes for operation orders issued by the Battalion Commander.

5. Battalion Operations Officer. The Battalion Operations Officer has primary staff responsibility for planning, coordinating, and supervising all training, parades, ceremonies, inspections and other special operations conducted by the battalion.

Specific duties include:

a. Establishes and maintains liaison and conduct staff coordination with the Regimental Operations Officer and Company Training Officers. Provides assistance as required.

b. Keeps the Battalion Commander and subordinate units informed of all matters pertaining to operations and training, including compliance with established policies, directives, and instructions. Specific areas of interest include drill and ceremonies, room standards, grading procedures and results, FTXs, Sandhurst and other areas as directed by the Chain of Command.

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- c. Provides input concerning operations and training as a part of the staff planning process for battalion-level activities.
- d. Develops the execution portion of operations orders issued by the Battalion Commander. Assembles, publishes, and briefs all operation orders issued by the Battalion Commander.
- e. Serves as the battalion expert and point of contact for questions pertaining to operations and training.
- f. Monitors unit compliance with the weekly activities schedule.
- g. Schedules facilities to be used by the unit in training or other activities.
- h. Assists in the coordination and supervision of special ceremonies; e.g., Army-Navy March-On, Graduation Parade, Plebe-Parent Weekend, Graduation Week, and other special events as directed by the Chain of Command.
- i. Provides staff supervision of drill to ensure drill proficiency of the battalion.
- j. Supervises the Battalion Sandhurst Officer (2nd semester only).
- k. Posts the daily training schedule for the battalion.
- l. Coordinates with and provides direction to Company Training Officers.
- m. Participates in AARs for major exercises and events.
- n. Establishes emergency evacuation procedures for bomb threats and fires.
- o. Monitors room and parade grading results and provide feedback to the Battalion Commander and subordinate units.

6. Battalion Assistant Operations Officer. Under the supervision of the Battalion Operations Officer, performs duties as directed.

7. Battalion Sandhurst Officer. Under the supervision of the Battalion Operations Officer, the Battalion Sandhurst Officer has primary responsibility for coordinating and supervising the battalion's Sandhurst training program and competition.

Specific duties include:

- a. Establishes and maintains liaison and conduct staff coordination with the Regimental Sandhurst Officer, the Company Sandhurst officers, and battalion tactical noncommissioned officer. Provides assistance as required.
- b. Keeps the Battalion Commander informed on all matters pertaining to Sandhurst training and competition, including subordinate unit compliance with established policies, directives, and instructions.
- c. Coordinates training and competition support requirements, both personnel and equipment, as directed by the Regimental Sandhurst Officer.
- d. Coordinates, schedules, and allocates training facilities and transportation as required for the conduct of Sandhurst training and competition.
- e. Serves as the expert and point of contact in the battalion for all matters concerning the conduct of Sandhurst training and competition, to include questions concerning allocation of resources; tasks, conditions, and standards for competition; and other administrative matters pertaining to the competition.

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f. Monitors the conduct of training and provide feedback through the Chain of Command concerning problem areas and training tips.

g. Monitors the conduct of the competition and provide feedback through the Chain of Command concerning subordinate unit performance. Provides an after action review to the Regimental Sandhurst Officer for coordination and forwarding to the Brigade Sandhurst Officer.

h. Assists subordinate units in coordinating Sandhurst support activities, especially on the day of competition.

8. Battalion Sandhurst Sergeant. Under the supervision of Battalion Sandhurst Officer, executes resource and facilities allocation plan for Sandhurst training. Coordinates and monitors subordinate unit usage, receipt, and turn-in of Sandhurst training equipment. Serves as the battalion's point of contact on the tasks, conditions, and standards of the competition.

9. Battalion Supply Officer. The Battalion Supply Officer has primary staff responsibility for all logistical matters pertaining to the battalion. Under the supervision of the Battalion Executive Officer, coordinates and monitors all logistical matters to include: mess hall related actions, supply, service, maintenance, and transportation.

Specific duties include:

a. Keeps the Battalion Commander informed of all matters pertaining to logistics, including subordinate unit compliance with established policies, directives, and instructions.

b. Establishes and maintains liaison and conduct staff coordination with the Regimental Supply Officer and Company Supply Officers. Provides assistance as required.

c. Provides input concerning logistical matters as a part of the staff planning process for battalion activities.

d. Prepares the logistical annex for operation orders issued by the Battalion Commander.

e. Supervises implementation of the Cadet POV parking plan and Cadet POV movement plan for football weekends.

f. Publicizes and monitors subordinate unit compliance with published issue and turn-in schedules.

g. Publicizes and monitors subordinate unit compliance with published procedures, regulations, and schedules pertaining to the send out of laundry and dry cleaning.

h. Consolidates recurring laundry complaints and forward to Regimental Supply Officer.

i. Receives, consolidates and monitors barracks maintenance repair reports and requests. Forwards reports to the Regimental S4 for assistance.

j. Performs other duties as directed by the Battalion Commander and Executive Officer.

10. Battalion Athletic/Spirit Officer. The Battalion Athletic Officer has primary staff responsibility for the organization and conduct of the unit athletic program and primary staff responsibility for activities designed to provide support for Army athletic teams (corps squad, competitive club, and Company Athletics sports). Through the Chain of Command, the Athletic Officer coordinates and supervises the battalion athletic program ensuring that Company Athletics teams, coaches, and officials are available. Principle coordinator for the Battalion Commander and subordinate units for spirit activities.

Specific duties include:

a. Keeps the Battalion Commander informed on the athletic program and Department of Physical Education activities, including subordinate unit compliance with established policies, directives, and instructions.

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b. Establishes and maintains liaison and conduct staff coordination with the Regimental Athletic Officer and Company Athletic Officers. Provides assistance as required. Establishes and maintains liaison with regiment A/S3 (spirit). Establishes contact with and provides information to the Battalion Tactical Officer.

c. Monitors conduct of the Company Athletics program within the limitations of USCC Cir 28-1, separate memoranda published by HQ, USCC, or the Department of Physical Education, and directives of the Brigade Commander.

d. Evaluates qualifications of Cadets nominated for Cadet-in-charge and official assignments before approving them. Insist on highly qualified Cadets by virtue of experience and leadership ability for assignment to these critical positions. Forwards to Regimental Athletic Officer for final approval.

e. Check initial sports assignment rosters submitted by Company Athletic Officers for violations of eligibility rules. Retains initial sports assignments rosters for each company in the battalion and update as necessary. Monitors the Company Athletics team assignment.

f. Supervises the day-to-day operation of the Company Athletics program through the Company Athletic Officers.

g. Keeps the battalion informed on issues relating to spirit and lead the effort to recruit support within the battalion

h. Coordinates all activities of the battalion in order to support the needs of coaches, team members, and the Corps of Cadets. Supervises the allocation and distribution of resources to accomplish the mission of spirit.

i. Prepares and submits after action reports for spirit activities.

j. Integrates other DCA groups (WKDT, Howitzer, Pointer, etc.) into spirit functions as needed in coordination with and approval by the regimental and brigade A/S3 (spirit).

11. Battalion Physical Development Officer. Under the supervision of the Battalion Executive Officer, has the primary staff responsibility for the organization and conduct of the unit physical training and testing program. Serves as the primary liaison with DPE for all physical training and testing. Through the Chain of Command, the Battalion PDO coordinates with the companies to ensure that the physical training and testing are being executed to standard.

Specific duties include:

a. Works with the Regimental Athletic Officer to implement and supervise the First Class administration of the APFT. Through the Chain of Command, disseminates information concerning DPE testing and physical education instruction.

b. Ensures all testing teams in the battalion are certified and trained to perform their duties. In conjunction with DPE, monitors APFTs conducted within the battalion and the performance of the testing teams to ensure that grading is done to standard.

c. Monitors IOCTs and ensures Cadets are informed of testing dates and standards.

d. Develops a battalion physical training program that will meet the Commander's intent for physical fitness within the unit. Keeps the Commander updated on the level of fitness within the regiment. Monitors the execution of physical training in the unit and ensure that it is conducted in accordance with the Academy Schedule.

e. Maintains records of the APFT and IOCT scores within the battalion. Aids and maintains maximum attendance and good accountability for all DPE tests. Tracks those Cadets that fail either test and ensure that subordinate units adhere to the re-testing schedule. Works with the Brigade Surgeon and DPE to ensure that Cadets

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on profile are handled correctly and that the proper amount of rehabilitation time is allocated before re-testing occurs.

- f. Monitors the progress of any Cadets in the battalion who are on the Army Body Composition Program.

12. Battalion Academic Officer. Responsible to the Battalion Commander, monitors company level academic programs. Under the supervision of the regimental Academic Officer and Battalion Commander, coordinates Battalion academic matters.

Specific duties include:

- a. Keeps the Battalion Commander informed of all matters pertaining to academics.
- b. Supervises the Company Academic Officers in the performance of their duties. This includes assignment of tasks, providing guidance on task accomplishment, supervising task accomplishment, and providing performance feedback.
- c. Monitors Cadet academic performance:
 - 1) Monitors that companies are identifying, counseling, and assisting deficient Cadets.
 - 2) Inspects company study conditions to ensure maintenance of a good study environment.
 - 3) Recognizes academic excellence and improvement.
- d. Maintains Battalion continuity files.
- e. Monitors use of company study rooms in the regiment.
- f. At the conclusion of the semester, recommends to the regimental academic officer the winning company for the Dean's Silver Star. Criteria used in this assessment are those delineated in the Dean's Silver Star worksheet. In order to effectively assess each company's academic program, utilizing this worksheet, the Battalion academic officer should inspect each company in his/her Battalion at least twice during the semester.

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1. Company Commander. Under the guidance of the Company Tactical Officer and Battalion Commander, commands the Cadet company. The Company Commander is responsible for the good order, discipline, internal administration, supply, maintenance, training, morale, safety and general efficiency of the company. The Company Commander sets the example and is a role model for the company in terms of professional Army ethics and the standards of conduct expected of a Cadet.

Specific duties include:

- a. Keeps the Company Tactical Officer and the Battalion Commander informed of all activities within the unit.
- b. Establishes and enforces policies and standard operation procedures, as required, to ensure the smooth and orderly functioning of the company. Sets standards and monitors compliance; ensures standards are known, understood, and enforced.
- c. Actively supervises the performance of the company through frequent inspections of personnel, POVs, rooms, common areas, clothing and equipment, and records and reports to include enforcement of proper study conditions and taps inspections.
- d. Ensures that all directed policies are carried out in the company and that all suspenses are met.
- e. Responsible for the consistent operation of the West Point Leader Development System within the company.
- f. Establishes and maintains effective two-way communication within the company between Cadets and the Company Tactical Team. Serves as the link between the TAC/ TACNCO and the company for resolving questions, issues, policies, special passes, etc.
- g. Initiates policy changes consistent with good order and discipline by submitting recommendations to the Battalion Commander and Company Tactical Officer.
- h. Monitors and counsels the Executive Officer, First Sergeant, and Platoon Leaders on their performance of duties. Upon recommendation of Platoon Leaders, counsel other Cadets on their performance in areas of conduct, leadership, physical education, academics, and personal and professional problems. Cadets requiring further assistance should be referred to the Company Tactical Officer or an appropriate resource agency.
- i. Monitors current honor issues and the honor climate through the Company Honor Representative and ensures the company is informed on honor matters. Serves as a member of the company honor education team.
- j. Monitors current respect issues and the through the Company CASHA and Respect Representatives and ensures the company is informed on respect and CASHA matters. Overseas education for the Company.
- k. With Chain of Command input, develops the company METL. Monitors and briefs the company's progress in the execution of METL tasks.
- l. Makes recommendations to the Company Tactical Officer concerning disposition of disciplinary and other administrative matters. Ensures appropriate Chain of Command presence at company and regimental boards.
- m. Commands the unit at formations, ceremonies, and other official functions. Ensures that accountability reports are accurate and timely.
- n. Approves Chain of Command discretionary passes (Company Commander's).
- o. Monitors and ensures quality instruction for all Commandants' hour classes.

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p. Monitors the command climate of the unit and establishes and maintains an environment in which all Cadets are treated with dignity and respect. Serves as a member of the Respect Education Team (RET) and assists the Chain of Command in establishing and maintaining a healthy command climate.

2. First Sergeant. Senior Cadet Noncommissioned Officer assigned to the company. Responsible to the Company Commander, executes established policies and standards pertaining to the performance, training, appearance, and conduct of the company.

Specific duties include:

a. Establishes and maintains liaison with the Battalion Command Sergeant Major and TACNCO. Establishes and maintains communication with the Cadet Noncommissioned Officers and Privates through the noncommissioned officer channel.

b. Responsible for the leader development of all Cadet Noncommissioned Officers and Privates within the Company.

c. Actively supervises the Administrative Sergeant and Guidon Bearer in the performance of their duties. This includes assignment of tasks, providing guidance on task accomplishment, supervising task accomplishment, and providing performance feedback.

d. Supervises the Cadet-in-Charge of Quarters (CCQ) in the performance of duties. Monitors the Standing Operating Procedures (SOP) for the conduct of CCQ duties, Cadet-in-Charge of Quarters (CCQ), USCC SOP. Briefs all Cadet corporals (Third Class) on the policies and procedures involving CCQ duties. In briefs and out briefs all CCQs on their duty requirements and provides special instructions as required.

e. Provides accurate, daily personnel status reports to the Company Commander, Tactical Officer, and higher headquarters.

f. Monitors company duties with the assistance of the Company Platoon Sergeants.

g. Supervises the operation of the company orderly room, to include:

1) Prepares status reports in accordance with established policies.

2) Polices the organization of bulletin boards.

3) Maintains CCQ instructions to ensure they are kept current, clear, and concise with respect to all duties of the CCQ.

h. Ensures proper use of message center envelopes. The First Sergeant receives these envelopes from the CCQ and forwards the distribution through the mail carriers.

i. Maintains current copies of the USCC SOP; daily bulletins; and policy memoranda. Posts all changes promptly and properly.

j. Supervises the conduct of punishment tours. The First Sergeant will monitor accuracy of tour chapters before and after tour periods. Changes to the tour chapters can be made by the First Sergeant with the Tactical Officer's permission.

k. Conducts formations; these duties are outlined in the drill and ceremony manual.

l. Establishes and maintains suspense files. Ensures that all suspenses are met.

m. Assists in the dissemination of information, approved policy, and details necessary for the daily operation and maintenance of the company.

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n. Advises and initiates recommendations to the Company Commander in matters concerning Cadet Noncommissioned Officers and Privates.

o. Monitors the police of the company area through periodic inspections.

p. Sets up selection boards for Soldier of the Quarter boards, to include setting up boardroom.

q. Supervises Cadet Development time, reports problems to the Company Commander and Tactical Officer.

r. Supervises the maintenance and cleanliness of the entire Company Area.

3. Company Executive Officer. Second in command of the company and responsible to the Company Commander for the staff support of the unit for administration and logistics.

Specific duties include:

a. Assumes command of the company in the absence of the Commander.

b. Coordinates and actively supervises all unit staff officers and staff sergeants through the headquarters Platoon Leader and Section Leaders. This includes ensuring that tasks are assigned to the appropriate individual, establishing suspenses, providing guidance on task accomplishment, supervision of task accomplishments, and providing performance feedback. The Executive Officer ensures that the Commander's intent is translated into staff action and mission completion.

c. Establishes and maintains a suspense file. Ensures that all suspenses are met.

d. Establishes and maintains liaison with the Battalion Executive Officer.

e. Coordinates staff analysis of all missions assigned by higher headquarters. Makes staff recommendations to the Commander for decisions. Coordinates staff action when Commander makes a decision.

f. Reviews all staff correspondence destined for higher headquarters or the Tactical Officer for completeness and accuracy. Forward staff papers to the Tactical Officer or the Cadet Battalion Executive Officer each morning.

g. Establishes and maintains a company duty officer roster. Provides initial instruction to all CDOs at the beginning of the semester to explain SOPs, policies and changes. Actively supervises the Company Duty Officer (CDO) in the performance of his or her duties. This includes briefing the CDO prior to his or her assumption of duty, reviewing the CDOs daily staff journal, and debriefing the CDO upon relief. Reports unit deficiencies to the Tactical Officer, Commander, and First Sergeant.

h. Evaluates staff officers and writes observation reports for superior or substandard staff officer performance.

4. Administrative Sergeant. Under the supervision of the First Sergeant, assists the First Sergeant in the performance of his duties.

Specific duties include:

a. Learns responsibilities of the First Sergeant to advise the Senior Platoon Sergeant in the absence of the First Sergeant.

b. Prepares rosters for assignment of recurring duties.

c. Maintains company leave and pass book.

d. Maintains CCQ instruction book.

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- e. Receives and consolidates daily status reports from Platoon Sergeants, cross check entries against the departure book, guard rosters, and trip rosters; then, prepare a company daily status report.
- f. Tracks academic absences in conjunction with Academic Sergeant.
- g. Prepares the following lists and rosters.
 - 1) Underclass guards. Requirements are established by the Battalion SI and specified on a USMA Form 2-126 (Guard Roster).
 - 2) Cadet-in-Charge of Quarters. Made up as early as 1 month in advance, but at least 2 weeks in advance; includes all Third Class Cadets.
 - 3) All other escort requirements. Includes all Cadets, unless specifically excused.
- h. Ensures that leave forms and passbooks are submitted on time and in proper format.
- i. Maintains a roster of all Fourth Class Cadets who have been recognized by upper-class Cadets based IAW guidance and policies.
- j. Performs other duties as determined by the First Sergeant.

5. Guidon Bearer. Under the supervision of the Company First Sergeant, the Guidon Bearer carries the company guidon at ceremonies.

Specific duties include:

- a. Maintain and ensure accountability of the company guidon. Provide security for the company guidon at all times.
- b. March in ceremonies requiring the presence of the company guidon.
- c. Become proficient in the manual of the guidon.
- d. Perform other duties as determined by the company First Sergeant.

6. Company Honor Representative. Under the supervision of the Regimental Honor Representative, maintains responsibility for the administration of the Honor System within the Company. Keeps the Company Commander informed on honor matters in the company.

Specific duties include:

- a. Serves on an investigative team of all suspected honor violations when so directed by the Regimental Honor Representative.
- b. Monitors investigations for compliance IAW USCC Pam 15-1, *Honor Committee Procedures*.
- c. Confers regularly with the Regimental Honor Representative about Honor Committee policy, Cadet attitudes regarding the Honor Code and Honor System, and the progress of honor education within the company.
- d. Acts as a liaison between the Honor Committee executive staff, the Regimental Honor Representatives in the regiment, the Company Tactical Officer, and the Cadet Company Commander.
- e. Monitors the honor education of the Cadets within the company and informs the Regimental Honor Representative of the status of the education program within the company.

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7. Company Honor NCO. Performs duties in the area of the Company Honor program as directed by the Company Honor Representative.

8. Company Respect Officer. Under the supervision of the Regimental Respect Representative, the Company Respect Representatives (Officers) maintain responsibility for Respect matters within the company and serve as the advisors to the Cadet Company Commander and TAC Team.

Specific duties include:

a. Ensuring their company properly executes Respect/EO education throughout the academic year to include teaching assigned classes.

b. Coordinate with the Regimental Education Representative to assist in the preparation and execution of PME2 lessons within their company.

c. Providing After Action Review comments to the Regimental Education Representative in order to improve the content and delivery of CCDP lessons.

d. Gauging the command climate in the company/battalion and advising the Cadet Company Commander and TAC Team as necessary.

e. Advising and assisting the Company Commander and the Company TAC with Respect/EO issues within the company.

f. Assessing the company command climate once each semester through the execution of informal sensing sessions/inquiries and providing consolidated comments/feedback to the Regimental Respect Representative.

g. Issuing, collecting, and analyzing the Brigade Command Climate Survey under the oversight of the Regimental Respect Representative, as well as ensuring follow-up briefings on the data collect are conducted by the Company Commander.

h. Serving as a Cadet point of contact in the company for assisting members of the company in getting help or advice on SA/SH or health awareness issues.

i. Assist the Regimental Respect Representative in the execution of their assigned ethnic observance of conference duties (i.e. NCEA).

j. Establishing and maintaining a company Respect bulletin board. At a minimum, post equal opportunity policy letters, the monthly newsletter, Health Awareness information, company open door policies, and CCDP training schedules.

k. Performing other duties as determined by the Cadet Company Commander, Regimental Respect Representative, and First Sergeant or Company TAC team.

9. Company Respect NCO. Under the supervision of their Company Respect Representative (Officer), the Company Respect NCO maintain responsibility for Respect matters within the company and serve as advisors to the Cadet Company Commander and TAC team, alongside the Company Respect Officer. In the event no Company Respect Officer is assigned for duty, the Company Respect NCO is responsible for the duties expected of the Officer level.

Specific duties include:

a. Ensuring their company properly executes Respect/EO education throughout the academic year to include teaching assigned classes, alongside the Respect Officer.

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- b. Coordinating with the Company Respect Officer to assist in the preparation and execution of CCDP lessons within the company.
- c. Gauging the command climate in the company and advising the Cadet Company Commander and the TAC team as necessary
- d. Working with the chain of command and individual Cadets to resolve Respect/EO issues.
- e. Assisting the Respect Officer in issuing, collecting, and analyzing the Brigade Command Climate Survey.
- f. Assisting in establishing and maintaining a company Respect bulletin board. At a minimum, post equal opportunity policy letters, the monthly newsletter, Health Awareness information, company open door policies, and CCDP training schedule.
- g. Serving as a Cadet point of contact in the company for assisting members of the company in getting help or advice on SA/SH or health awareness issues.
- h. Assist the Company Respect Officer in the execution of assigned ethnic observances or conferences duties (i.e. NCEA).

10. Company CASH/A Representatives. The Company CASH/A Representatives provide the link between the Corps and the SHARP Program. They are the principal advisors to their Cadet Company Commanders and Company Tactical Officers on sexual assault and harassment matters in the company. They assist Company Commanders in educating their companies concerning sexual harassment and assault. With their expertise and knowledge, they ensure that prescribed sexual harassment and assault material is covered during classes, seminars, and meetings within their companies. Company CASH/A Representatives shall also perform any additional duties assigned by the Regimental CASH/A Representative.

Specific duties include:

- a. Oversee the creation of monthly CASH/A briefs given by one squad of Third Class Cadets to be presented to the Fourth Class Cadets after Sunday evening Recall formation. Additionally, attend the brief and monitor the information being presented as well as facilitate deeper level questions.
- b. Ensure that all Fourth Class Cadets are back briefing their team leaders within seven days of their monthly CASH/A brief.
- c. Represent the views of the company in CASH/A meetings.
- d. Attend all CASH/A meetings within the company, attend the weekly regimental CASH/A meetings, and attend the bi-semester brigade CASH/A meetings.
- e. Coordinate with the Company Training Officer to ensure all training is on the company schedule.
- f. Ensure all Cadets in the company remain informed about matters related to CASH/A. Maintain a company CASH/A and SHARP information center visible to all Cadets.
- g. Solicit feedback from and represent the company on sexual assault and harassment matters.
- h. Maintain the Company CASH/A Book and a continuity file to facilitate the education of the rising Company CASH/A Representatives.
- i. Company CASH/A Representatives in their graded duty semester will act as advisors to their respective Company Commanders and Company to answer questions pertaining to sexual assault and harassment matters and provide direction as necessary.

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11. Platoon Leader. The Platoon Leader is responsible to the Company Commander for the discipline, internal administration, supply, maintenance, training, morale, and general efficiency of the platoon.

Specific duties include:

- a. Actively supervises the performance of the platoon. Make sufficient inspections to determine that:
 - 1) Personal appearance is satisfactory at all times.
 - 2) Uniforms are available in the required quantity, properly marked, serviceable, and properly fitted.
 - 3) Personal and government equipment are properly secured and maintained.
 - 4) Room appearance is satisfactory and in accordance with the standards established for the inspection period - SAMI, AMI, or PMI IAW USCC SOP).
 - 5) Optimum study conditions exist in the barracks.
 - 6) All personnel adhere to applicable regulations, directives, standard operating procedures, and unit policies.
- b. Counsels members of the platoon in the areas mentioned in paragraph 4a above and in other areas such as conduct, leadership, physical education, and academics. Recommends individuals to the Company Commander or other available resource agencies for counseling, discipline action, or assistance as necessary.
- c. Establishes and maintains an effective two-way flow of communications within the platoon.
- d. Informs the Company Commander on activities and events within platoon; submits recommendations to the Company Commander as necessary.
- e. Actively supervises the Platoon Sergeant and Squad Leaders in the performance of their duties. This includes the assignment of tasks, providing guidance on task accomplishment, supervision of task accomplishment, and providing performance feedback.
- f. Reviews all explanations of delinquency reports, special pass requests, leave forms, etc., and forwards to the Company Commander with a recommendation for disposition.
- g. Responsible for the consistent operation of the West Point Leader Development System within the platoon. This includes:
 - 1) Periodically supervising Cadet development time and ensuring Squad Leaders keep records.
 - 2) Monitoring performance of the underclass Cadets in the platoon to ensure the performance standards are met.
 - 3) Serving as a member of Company Commander's disciplinary boards conducted for underclass Cadets within the platoon.
- h. In addition, the headquarters Platoon Leader responds to the Executive Officer on matters regarding the supervision of the Company Staff Officers and Sergeants' functional responsibilities.

12. Platoon Sergeant. Second in command of the platoon and the Senior Cadet Noncommissioned Officer in the platoon. Responsible to the Platoon Leader, oversees the administrative and logistical support for the platoon.

Specific duties include:

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- a. Leads the platoon in the Platoon Leader's absence.
- b. Provides guidance to and actively supervise the Squad Leaders in the performance of all assigned duties. Counsels Squad Leaders on their performance.
- c. Conducts platoon assembly and accountability at all company formations. Receives daily status reports from Squad Leaders and forward to First Sergeant.
- d. Assists the First Sergeant and Supply Sergeant in ensuring administrative and logistical requirements are met by consolidating all administrative reports and supply requests for the platoon and submitting them to the First Sergeant or Supply Sergeant, as applicable, in a timely manner.
- e. Inspects platoon personnel and facilities to ensure that:
 - 1) Personal appearance is satisfactory at all times.
 - 2) Uniforms are available in the required quantity, properly marked, serviceable, and properly fitted IAW USCC SOP.
 - 3) Personal and government equipment is properly secured and maintained.
 - 4) Room appearance is satisfactory and in accordance with the standards established for the inspection period - SAMI, AMI, or PMI IAW USCC SOP). Platoon area and bulletin boards are properly maintained.
 - 5) Personnel adhere to all applicable regulations, directives, standard operating procedures, and unit policies.
- f. Monitors the use of the laundry service by platoon members to include quality control, timeliness of service, and processing of claims. Consolidates laundry complaint forms and forward to Supply Sergeant. Reports recurring problems to the Supply Sergeant.
- g. On recommendation of the Squad Leader or Platoon Leader, counsels members of the platoon on their performance in such areas as conduct, leadership, physical education, and academics. Recommends individuals to the Platoon Leader or other available resource agencies for counseling, discipline action, or assistance, as required.
- h. Keeps the Platoon Leader informed of all activities and events within platoon.
- i. Establishes and maintains an effective two-way flow of communication within the platoon.
- j. Reviews all explanations of discipline reports and special pass requests, forwarded by the Squad Leaders, and forwards to Platoon Leader with a recommendation for disposition.
- k. Serves as platoon point of contact on security matters.
- l. Supervises the maintenance and cleanliness of all Platoon Areas.

13. Section Leader. Under the supervision of the headquarters Platoon Leader and staff supervision of the Executive Officer, supervises a section of staff officers and noncommissioned officers in the headquarters platoon. The Section Leader is responsible to the Platoon Leader for the discipline, internal administration, morale, and general efficiency of the section and responsible to the Executive Officer for the execution of all staff responsibilities of those staff officers assigned.

Specific duties include:

- a. Inspects rooms and athletic lockers several times per week to ensure compliance with standards.

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- b. Maintains accountability of all section members at all formations.
- c. Ensures that section members receive distribution and mail; makes recommendations on all trip requests, performance pass requests, and other documents and forwards to the Platoon Leader.
- d. Provides two-way communication between section members and the headquarters Platoon Leader.
- e. Monitors performance of all Cadets in the section and provides them with specific feedback to help them improve their performance. Counsels section members and assign military development grades.
- f. Coordinates staff actions between the Executive Officer and assigned staff officers.

14. Company Academic Officer. Responsible to the Company Commander, monitors and supervises company's academic programs.

Specific duties include:

- a. Serves as liaison between the company and Operations and Registrar Division of the Office of the Dean.
- b. Keeps the Company Commander informed of all matters pertaining to academics.
- c. Supervises the Academic Sergeant in the performance of his or her duties. This includes assignment of tasks, providing guidance on task accomplishment, supervising task accomplishment, and providing performance feedback.
- d. Monitors Cadet academic performance:
 - 1) Identify and assist deficient Cadets.
 - 2) Through the Chain of Command monitor company study conditions to ensure maintenance of a good study environment.
 - 3) Recognize academic excellence and improvement.
- e. Recruits qualified volunteers within the company to serve as tutors. Maintains a current roster of tutors. Maintains a record of all Cadets tutoring and being tutored within and outside the company.
- f. Coordinates with the Company Academic Counseling Team Chief and assist as required to ensure that Third and Fourth Class Cadets are properly briefed and assisted in the selection of a field of study or major. This includes:
 - 1) Scheduling group briefings.
 - 2) Scheduling individual counseling sessions.
 - 3) Scheduling and assisting Cadets interested in vocational interest tests.
 - 4) Ensuring Third Class Cadets have chosen a track and major field of study by spring leave.
- g. Maintains company academic files.
- h. Monitors use of company study rooms.

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i. During Reorganization Week, first semester Academic Officer will conduct a briefing for the Fourth Class on academic classroom procedures and a class on time management. Through the Chain of Command, monitors Fourth Class completion of time management worksheets.

j. Monitors academic late and absent rosters and provides information to the Company Tactical Officer.

Understands the company academic awards system (the Dean's Gold Star, the Dean's Silver Star, and the 1LT Jonathan Edds award) to include the incentives and criteria for each. For the Dean's Silver Star, each company academic program should strive to achieve the levels of excellence defined in each of the categories.

15. Company Academic Sergeant. Under the supervision of the Academic Officer, assist in the coordination of unit academic matters. Performs other duties as assigned by headquarters Platoon Sergeant.

Specific duties include:

- a. Learns the duties of the Academic Officer and assume responsibility for them in his or her absence.
- b. Monitors academic performance of underclass Cadets. Identifies and assists deficient Cadets.
- c. Maintains and posts current roster of tutors.
- d. Mentors and monitors Cadets on academic probation. Assists in finding qualified tutors for assistance.
- e. Monitors academic late and absent rosters and provides information to the Company Tactical Officer.

16. Company Evaluations Officer. Principal assistant to the Company Commander for Leadership Evaluation and Development System (LEADS) matters. Under the supervision of the Section Leader and headquarters Platoon Leader, coordinates the unit LEADS program.

Specific duties include:

- a. Establishes and maintains liaison with the Leader Development Branch.
- b. Keeps the Company Commander and Tactical Officer informed of all matters pertaining to LEADS.
- c. Actively supervises the Evaluations Sergeant in the performance of his or her duties. This includes the assignment of tasks, providing guidance on task accomplishment, supervising task accomplishment, and providing performance feedback.
- d. Monitors the leader development environment within the company to ensure it is healthy and active. Provides feedback through the Section Leader and Executive Officer to the Commander.
- e. Serve as the company expert on the web-based MD grading system and PDR system. Ensures the company database is properly set up and all company rating schemes are accurate.
- f. On a weekly basis, monitor the required completion of the developmental reports and counseling sessions. Inform the Chain of Command on the progress of counselings, PDR completion, and MD grading.
- g. Advise the company on all required observation, evaluation reports, PARs, mid-semester evaluations, and training. Manage the preparation of peer and subordinate reports.
- h. Instruct raters on how to conduct Performance Appraisal Reviews.

17. Company Evaluations Sergeant. Under the supervision of the company Evaluations Officer, assists in coordinating and monitoring the unit LEADR program. Performs other duties as assigned by the headquarters Platoon Sergeant.

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Specific duties include:

- a. Learn the duties of the Evaluations Officer and assume responsibility for them in the absence of the Evaluations Officer.
- b. Monitor the preparation of required duty roster related position observation reports.
- c. Monitor leader notebooks monthly for thoroughness and completeness. Provide assistance and feedback as necessary.

18. Company Regs and Discipline Officer. Under the supervision of the Brigade Regs and Discipline Officer, serves as the Cadet expert and focal point for matters pertaining to Cadet regulations and discipline. Works in conjunction with USCC Regulations and Discipline Officer.

Specific duties include:

- a. Plans, coordinates, and manage the execution of fatigue tours on the Company Level.
- b. Ensures all duty officers for each week understand their responsibilities.
- c. Ensures the Company Duty Officer maintains the tour chapter for the company.
 - 1) Collects data as needed for the BTD Regs and Discipline Officer. Ensures company compliance and tracking for SOP on- line testing.
 - 2) Serves the Company Commander as the SME on all SOP and regulation related issues.

19. Company Safety Officer. The company safety officer is responsible for safety matters pertaining to their company in the Corps of Cadets. Also serves as the Company POV officer.

Specific duties include:

- a. Reports directly to the Company Commander and Battalion Adjutant on all safety related matters.
- b. Serves as the principal point of contact in the company for all matters pertaining to safety.
- c. Maintains close liaison with USCC Safety Officer.
- d. Ensures all Class A, B, C, and D incidents, including vehicle, are being reported in accordance with AR 385-10.
- e. Ensures composite risk management worksheets are conducted on all Platoon Operations and above.
- f. Conducts monthly safety inspections in accordance with USCC Safety Office checklist and ensures action is taken to correct identified deficiencies.
- g. Ensures all POVs are registered and that Cadet POVs display proper decals. Conduct and maintain POV inspections prior to holiday weekends and break periods. Reports status to Company Command team for their visibility and action.
- h. Assists Company Commander and 1SG in the conduct of weekend safety briefs and discuss Corps and post-wide safety trends.
- i. Advise Cadet commander on safety issues and policies, especially in regards to company activities, UTT Programs, military training, and other special events.

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- j. Monitors company storage of hazardous materials (propane, charcoal, paint, etc).
- k. Complete the Additional Duty Safety Officers Course (online).

20. Company Supply Officer. Under the supervision of the Section Leader and headquarters Platoon Leader, coordinates all logistical matters.

Specific duties include:

- a. Serves as the company expert on logistics and USCC Logistics PAM.
- b. Keeps the Company Commander informed of the status of supply within the company.
- c. Establishes and maintains liaison with the Battalion Supply Officer.
- d. Actively supervises the Supply Sergeant in the performance of his or her duties. This includes the assignment of tasks, providing guidance on task accomplishment, supervising task accomplishment, and providing performance feedback.
- e. Coordinates, publicizes, and monitors, through the Chain of Command, all issues/turn-ins for the company to include book issues and uniform turn-ins for sewing chevron/service stripes.
- f. Supervises laundry and dry cleaning procedures IAW USCC SOP.
- g. Following return of processed laundry, checks for items belonging to Cadets who have been separated or resigned. Deliver them to the Supply Office (Room WB9, Bldg 745B) within 24 hours. Checks for items belonging to Cadets of other companies and ensure items are delivered to the proper orderly rooms. Delivers unidentifiable items to the appropriate call office.
- h. Consolidates complaint forms from Platoon Sergeants and delivers to the Company Executive Officer through the Section Leader for forwarding to the Tactical Officer.
- i. Consolidates weekly barracks damage reports and delivers to TAC NCO for review and submission to Battalion Supply Officer for further consolidation and eventual submission to S4, USCC.
- j. Makes company table assignments in accordance with policies established by the Cadet Chain of Command. Posts table assignments on company bulletin Board 2 days prior to table changes. Reports table vacancies to Battalion Supply Officer.
- k. Provides a consolidated listing of Cadets missing mandatory meals to the Battalion Supply Officer not later than 1200, the day before the meal to be missed.
- l. Serves as the company representative on the Cadet Mess Hall Council.

21. Company Supply Sergeant. Under the supervision of the Supply Officer, assists in the coordinating of unit logistical matters. Performs other duties as assigned by the headquarters Platoon Sergeant.

Specific duties include:

- a. Learns the duties of the Supply Officer and assume responsibility for them in his or her absence.
- b. Performs duties as determined by the Supply Officer. Recommended duties include: monitor issues and turn-ins, and makes company mess hall table assignments.

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22. Company Security / Voting Assistance Officer. Under the supervision of the Section Leader and headquarters Platoon Leader, coordinates the unit physical security, crime prevention, and voting assistance programs.

Specific duties include:

- a. Writes or updates as necessary the physical security and crime prevention standard operating procedures. Ensure the physical security annex to the CCQ instruction book is accurate and up-to-date.
- b. Represents the unit as the expert on physical security and crime prevention matters contained in Army regulations and USMA and USCC policy memoranda.
- c. Conducts weekly physical security inspections and advises unit Commander of results. Recommend changes to unit procedures through the Section Leader and company Executive Officer.
- d. Maintains unit physical security files. Maintains individual high dollar value items inventory on each Cadet. Coordinate monthly update with Chain of Command.
- e. With the unit First Sergeant, establishes and monitors the unit key control system.
- f. Posts crime prevention security posters around the unit area to increase unit awareness.
- g. Safeguards any unsecured valuables found during unit inspections and report violators to the Chain of Command. Conduct weekly, random weapons serial number inventories. Records results and reports discrepancies to the company Executive Officer and First Sergeant.
- h. Represents the unit as the expert on the Army Voting Assistance Program IAW Department of Defense Instruction 1000.04, Army regulation 608-20, USMA and USCC policy memoranda.
- i. Completes required online training at the Federal Voting Assistance Program (FVAP.gov) website during reorg week. Submits training certificate to Regimental Unit Voting Assistance Officer and TAC Team.
- j. Actively participates in voting emphasis weeks: Absentee Voting Week, fall semester; and Armed Forces Voting Week, spring semester.
- k. Ensures voting assistance information is posted in the company area; posters available through voting assistance Chain-of-Command

23. Company Security / Voting Assistance Sergeant. Under the supervision of the Company Security Officer, assists in coordinating and monitoring the unit security and voting assistance programs. Performs other duties as assigned by the headquarters Platoon Sergeant.

Specific duties include:

- a. Learns the duties of the Security Officer and assume responsibility for them in his or her the absence.
- b. Assists the Security Officer in writing or updating as necessary the physical security and crime prevention standard operating procedures.
- c. Learns physical security and crime prevention matters contained in Army regulations and USMA and USCC policy memoranda.
- d. Assists the Security Officer in weekly physical security inspections and advises unit Commander of results. Recommends changes to unit procedures through the Security Officer, Section Leader, and company Executive Officer.

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- e. Represents the unit as the expert on the Army Voting Assistance Program IAW Department of Defense Instruction 1000.04, Army regulation 608-20, USMA and USCC policy memoranda.
- f. Completes required online training at the Federal Voting Assistance Program (FVAP.gov) website during reorg week. Submits training certificate to Regimental Unit Voting Assistance Officer and TAC Team.
- g. Actively participates in voting emphasis weeks: Absentee Voting Week, fall semester; and Armed Forces Voting Week, spring semester.
- h. Ensures voting assistance information is posted in the company area; posters available through voting assistance Chain-of-Command

24. Company Information Systems Officer. Assists the Company Commander on information systems management issues (Cadet network environment, official Cadet telephones, forms, and reproduction) in the company. Upholds and reinforces policies and regulations on communications equipment through education and inspection of company members. Under the supervision of the Section Leader and headquarters Platoon Leader, coordinates all information systems management matters.

Specific duties include:

- a. Plans, coordinates, and administers the official Cadet telephone system in conjunction with the Battalion ISO. Ensures personnel adhere to USCC policy on the allocation and use of official phones.
- b. Establishes and maintains liaison with the Battalion ISO. Execute the directives of the Battalion ISO in ensuring maximum Cadet usage of the USMA communications infrastructure.
- c. Employs the automated forms system to maintain adequate supply of forms for company usage.
- d. Monitors operation of the company protected electronic bulletin board.
- e. Serves as the principal point of contact and company expert for questions pertaining to information systems matters. Serves as the technical point of contact about hardware and software matters. Becomes knowledgeable in the field of hardware, minor repair, and in the area of technical assistance in software problems.
- f. Ensures operational capability of the company print station. Informs USCC Information Systems Division of printer problems. Stocks company printer with paper.
- g. Prepares the information management annexes for operation orders issued by the Company Commander.
- h. Serves as the point of contact for the computer issue activities during Reorganization Week and during the Intercession. Coordinates and supervises the computer set-up, and configurations of the system.
- i. Oversees all equipment changes and moves during the calendar year. Coordinates with the Office of the Dean for approval in replacing issued computers with personally purchased ones. Requests needed supplies to support computer and telephone operations.
- j. Serves as a liaison with Gold Coats and USCC ISD to resolve problems.

25. Company Information Systems Sergeant. Under the supervision of the Company Information Systems Officer, assists in coordinating and monitoring the unit information systems management. Performs other duties as assigned by the headquarters Platoon Sergeant.

Specific duties include:

- a. Learns the duties of the Company Information Systems Officer and assume responsibility for them in the absence of him or her.

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- b. Performs other duties determined by supervisor.

26. Company Training Officer. Responsible to the Company Commander for all matters pertaining to operations and training. Under the supervision of the Section Leader and headquarters Platoon Leader, coordinates and monitors all operations and training activities.

Specific duties include:

- a. Establishes and maintains liaison with the Battalion Operations Officer.
- b. Keeps the Company Commander informed of all matters pertaining to operations and training.
- c. Actively supervises the Company Training Sergeant in the performance of duties. This includes assignment of tasks, providing guidance for task accomplishment, supervising task accomplishment, and providing performance feedback.
- d. Learns guidelines in applicable training memoranda and take action as required.
- e. Communicates the weekly activities schedule to the unit. Maintains company training bulletin board.
- f. Coordinates military training, activities, and operations prescribed for the company. This includes the scheduling of facilities, procurement of training aids, and coordination of other training resources.
- g. Learns the criteria for all company level competitions and provide the Commander and staff with timely feedback on competition results. Makes a recommendation for improvement.
- h. Reviews company formations, drill, parades, and training activities; briefs key personnel on their specific duties prior to drill and practices.
- i. Assists in grading of competitions and ceremonies.
- j. Coordinates and monitors company participation in Sandhurst training and competition (second semester only).

27. Company Training Sergeant. Under the supervision of the Company Training Officer, assists in coordinating all matters pertaining to operations and training.

Specific duties include:

- a. Learns the duties of the Company Training Officer. Assumes responsibility for these duties during the absence of the Training Officer.
- b. Assists in grading of competitions, room grading, area grading and ceremonies.
- c. Maintains drill and ceremony status reports. Advises the First Sergeant on minimum manning requirements for all ceremonies.
- d. Trains the company Guidon Bearer and alternate Guidon Bearer; supervises them in the performance of their duties.
- e. Ensures the company training schedule and board is up to date and that the Chain of Command is aware of upcoming events. Posts changes to the training schedule and informs the Chain of Command of the changes in a timely manner.
- f. Performs other duties as determined by the Company Training Officer or Platoon Sergeant.

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28. Military Development Officer. Responds to the Company Commander on all matters pertaining to military training and operations. Under the direct supervision of the Section Leader and Platoon Leader and under the staff supervision of the Executive Officer, plans and coordinates all company-level military training activities.

Specific duties include:

- a. Establishes and maintains liaison with the Battalion Operations Officer and Company Training Officer.
- b. Keeps the Company Commander informed of all matters pertaining to military training.
- c. Request land and resources through the battalion staff for military training.
- d. Compiles and maintains all training statistics for remedial training conducted during the academic year for promotion purposes. Forwards the information to battalion.
- e. Assists the Training Officer in producing training schedules for the company.

29. Military Development Sergeant. Under the supervision of the Military Development Officer, assists in coordinating all matters pertaining to military training. Performs other duties as assigned by the headquarters Platoon Sergeant.

Specific duties include:

- a. Learns duties of the company Military Development Officer. Assumes responsibility for them in his or her absence.
- b. Assists in developing training plans for the company.
- c. Obtains status reports from the Platoon Sergeants for military training events.

30. Squad Leader. Under the supervision of the Platoon Sergeant and in accordance with directives issued by the Platoon Leader, supervises the squad. The Squad Leader is responsible to the Platoon Leader for the discipline, internal administration, supply, maintenance, training, morale, and general efficiency of the squad.

Specific duties include:

- a. Actively supervises each member of the squad. Inspects to determine:
 - 1) Personal appearance is satisfactory at all times.
 - 2) Uniforms are available in the required quantity, properly marked, serviceable and properly fitted.
 - 3) Personal and government equipment are properly secured and maintained.
 - 4) Room appearance is satisfactory and in accordance with the standards established for the inspection period - SAMI, AMI, or PMI IAW USCC SOP).
 - 5) Personnel adhere to all applicable regulations, directives, standard operating procedures, and unit policies.
- b. Counsels members of the squad in the areas mentioned in paragraph 7a on their performance in these areas. Counsels and evaluate members of the squad on their performance in areas such as conduct, leadership, physical development, and academics. Assists and motivate each Cadet to reach personal, military, academic and physical goals. Actively supervises and provides feedback to Team Leaders regarding the performance of their duties and prepare them to become Cadet NCOs. Provides guidance as required. Maintains copies of counseling and

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evaluation on each Cadet. Recommends individuals to the Platoon Sergeant or other available resource agencies for counseling, discipline action, or assistance as necessary.

- c. Knows the duty status of each Cadet in the squad at all times. Reports absentees by name for all formations.
- d. Establishes and maintains an effective, two-way flow of communication between the PSG and Squad Members. Keeps Platoon Sergeant informed of all events and activities within squad.
- e. Administers the West Point Leader Development System in the squad as described in the WPLDS handbook. As a minimum:
 - 1) Contributes to the military, professional, moral, and ethical development of Cadets assigned to the squad.
 - 2) Enforces standards of knowledge and appearance in accordance with regulations.
 - 3) Receives and reviews all discipline reports on Squad Members and discuss each with the Cadet concerned. Maintains a record of all formal counseling sessions with each member of the squad. Passes counseling records to the subsequent Squad Leader.
 - 4) Is present or ensures that at least one upper-class member of the squad is present at the same time that Fourth Class Cadets are required to be at formation.
- f. Ensures that members of the squad complete all administrative and logistical tasks in a timely manner and report completion of tasks to the Platoon Sergeant. Assists members of squad in preparing explanation of delinquency reports, special pass requests, and leave forms; check for correctness and forward to Platoon Sergeant with a recommendation.
- g. Within 24 hours of return of laundry and dry cleaning, checks each Squad Member for claims and complaints. Assists individual Cadets in preparing laundry complaints and claims. Collects complaint forms and submits them to the Platoon Sergeant.
- h. Visits hospitalized Cadets in the squad within 24 hours of hospitalization. Provides assistance as necessary.
- i. Maintains a roster of serial numbers of the rifles assigned to the members of the squad. Conducts a weekly serial number inventory of rifles and a physical count of dress bayonets.

31. Company Athletic Officer. Under the supervision of the Section Leader and headquarters Platoon Leader, the Physical Development Officer and the Competitive Sports Officer plans, coordinates and executes the unit athletic program.

Specific duties include:

- a. Serves as the company expert on athletic matters pertaining to; USCC Cir 28-1, *Company Athletic Program*; and other memoranda published by USCC and the Department of Physical Education concerning competitive sports.
- b. Establishes and maintains liaison with the Battalion Athletic Officer and the Company DPE Guidance Counselor.
- c. Keeps the Company Commander informed of all matters pertaining to athletics.
- d. Coordinates the unit Company Athletics program. This includes:

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- 1) Monitors athletic involvement to ensure all members of the company participate in Company Athletic sports, corps squad, or CCA.
- 2) With the approval of Company Commander, assigns eligible Cadets to coach, official, Cadet-in-Charge, and other administrative positions as necessary.
- 3) With the approval of the Company Commander, assigns all other Cadets, not otherwise excused, to Company Athletic teams, according to their eligibility and Cadet request.
- 4) Submits and monitors reports as outlined in USCC Cir 28-1, *Company Athletic Program*.
 - (a) Submit and monitor daily attendance
 - (b) Track grades
 - (c) Ensure all team rosters are current and up to date
- 5) Ensures Company Athletic coaches are familiar with their administrative duties. Monitor coaches in performance of administrative duties. Consolidate and forward reports as required.
 - (a) Attendance
 - (b) Roster changes
 - (c) Grades submitted
 - (d) Equipment issue and turn in
 - (e) Attend all briefing as required and disseminate information as
- 6) Help promote Brigade Open Tournaments from within the company.
- 7) Informs Company Tactical Officer of all scheduled competitions and results of scheduled competitions.
- 8) Maintains unit athletic bulletin board.
- 9) Recognizes outstanding individual and team performances in competitive sports.

32. Company Athletic Sergeant. Under the supervision of the Competitive Sports Officer, assists in the coordinating and monitoring the unit athletic program.

Specific duties include: Learning the duties of the Competitive Sports Officer and assumes responsibility for those duties in their absence.

33. Physical Development Officer. Serves as the company expert on athletic matters concerning physical education instruction, physical education testing to include APFT, the Army Body Composition Program and other memoranda published by USCC and the Department of Physical Education.

Specific duties include:

- a. Establishes and maintains liaison with the Battalion Athletic Officer and the Company DPE Guidance Counselor.
- b. Keeps the Company Commander informed of all matters pertaining to physical development.
- c. Actively supervises the Athletic Sergeant in the performance of his or her duties. This includes the assignment of tasks, providing guidance on task accomplishment, supervising task accomplishment, and providing performance feedback.
- d. Assists the DPE Guidance Counselor. This includes:

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- 1) Monitors Cadet enrollment in body composition programs. Provide reports to Chain of Command, Tactical Officer and DPE as required.
 - 2) Informs the company on athletic information to include upcoming DPE tests.
 - 3) Monitors upper-class computer enrollment in DPE courses.
 - 4) Monitors physical fitness deficiencies of Cadets and advises Chain of Command, Tactical Officer, and DPE Guidance Counselor. Counsels and assists Cadets, as required.
 - 5) Coordinates and monitors attendance at diagnostic DPE tests.
 - 6) Develops motivational physical fitness incentive programs.
- e. Maintains unit athletic bulletin board.
- f. Advises the Chain of Command and works closely with the Tactical Officer in the execution of the Company's Body Composition Program. In coordination with the Company Tactical Officer, Company Commander, Executive Officer, Section Leader, and DPE conducts scheduled weigh-ins. Monitors the progress of Cadets on the body composition program and tracks monthly weigh-ins as conducted by the TAC or TACNCO. Schedules appointments for body fat and nutrition counseling with the TAC as required. Prepares the monthly Body Composition Report for submission.
- g. Recognizes outstanding individual performance.
- h. Coordinates and develops accountability rosters for IOCT. Monitors progress of Cadets for IOCT.

34. Company Physical Development Sergeant. Under the supervision of the Physical Development Officer, assists in the coordinating and monitoring of the unit physical fitness training and testing program.

Specific duties include:

- a. Learns the duties of the PDO and assume responsibility for them in the absence of the PDO.
- b. Monitors underclass physical fitness deficiencies.
- c. Monitors underclass attendance at DPE tests.

35. Company Sandhurst Officer. Under the supervision of the Section Leader and headquarters Platoon Leader and under the staff supervision of the Company Executive Officer, coordinates and supervises the unit's Sandhurst training programs and competition.

Specific duties include:

- a. Establishes and maintains liaison with and coordinates staff action with the Battalion Sandhurst Officer the Battalion Tactical Noncommissioned Officer, and TACNCO. Provides assistance as required.
- b. Through the Section Leader and Company Executive Officer, informs the Commander on all matters pertaining to Sandhurst training and competition, including unit compliance with established policies, directives, and instructions.
- c. Coordinates equipment and personnel requirements through the Battalion Sandhurst Officer.
- d. Draws Sandhurst equipment for the unit. Issues and hand receipts equipment to the company team. Receives and turn-ins equipment following the competition.

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- e. Coordinates, schedules, and allocates training facilities required for training and the competition.
- f. Serves as the point of contact in the company for all questions concerning the conduct of Sandhurst training and competition, to include: questions concerning allocation of resources; tasks, conditions, and standards for competition; and other administrative matters pertaining the competition.
- g. Plans, prepares, coordinates, and executes training. Provide feedback to Sandhurst team concerning problem areas and training tips.
- h. Monitors the conduct of the competition and provides feedback to the team concerning performance.
- i. Provides an after action review to the Battalion Sandhurst Officer. Performs other duties as determined by the Executive Officer or Commander.

36. Company Sandhurst Sergeant. Responsible to the Sandhurst Officer for all matters pertaining to Sandhurst training and competition. Performs duties as determined by the Sandhurst officer. Performs other duties as assigned by the headquarters Platoon Sergeant.

37. Company Activities Officer. Principal assistant to the Company Commander for matters pertaining to extracurricular activities. Under the supervision of the Company Executive Officer and Regimental MWR Representative, plans unit social functions and monitors Cadet participation in extracurricular activities.

Specific duties include:

- a. Establishes and maintains liaison with the Battalion Activities Officer on issues pertaining to activities.
- b. At the direction of the Company Commander plans and coordinates unit social functions. Schedules facilities through morale support activities when appropriate, make recommendations to the Commander concerning an appropriate theme, and coordinate refreshments and entertainment. Coordinates for the set-up and clean-up of social functions.
- c. Plans and coordinates company dining-ins, to include scheduling of the Black, Gold, Gray Room; recommending choice of menu; and, in conjunction with Section Leader, compiles a guest list and issues invitations. Recommends theme, guest speaker; and seating arrangements. Supervises preparation of Black, Gold, and Gray Room; develops and supervises preparation of the program; and designates Cadet escorts for guests.
- d. At the direction of the Section Leader, plan and coordinate company breakfasts and luncheons in the Regimental Room and company functions (i.e., Drill Chill, tailgates, special weekend receptions, etc.).
- e. Serves as company expert on USCC Regulation 28-1, *Regulations for Extracurricular Activities*.
- f. Monitors Cadet participation in extracurricular activities.
- g. Assists in maintaining unit morale by supervising and coordinating selected activities such as mug orders, spirit bets, and those activities associated with Corps special events and weekends.
- h. Organizes and maintains accurate records of the company soda can redemption fund ensuring funds are collected and deposited in accordance with DCA policy.
- i. Coordinates company participation in special activities to include athletic booster trips and Corps trip sections. Through the Chain of Command, prepares participation rosters and bus rosters.
- j. Maintains an information bulletin board to include, but not limited to, weekend entertainment options, local lodging, USMA movie schedules, Film Forum schedules, training schedules, etc.

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38. Company Activities Sergeant. Under the supervision of the Company Activities Officer, assists in the planning of unit social functions and monitoring of Cadet participation in extracurricular activities. Performs duties as determined by the activities officer. Recommended duties include: Monitors first and second Class Cadet participation in extracurricular activities; schedules facilities for unit social activities; supervises set-up and clean-up for social functions; plans and coordinates coffee calls; assists Fourth Class in planning class social functions.

39. Company Spirit Officer. Under the supervision of the Section Leader, Company Executive Officer and the Regimental MWR Representative, the Spirit Officer has primary staff responsibility for activities designed to provide support for Army athletic teams (corps squad, club, and intramural sports). Supervises the spirit sergeant.

Specific duties include:

- a. Establishes contact with and provides information to the Battalion Tactical Officer and Executive Officer through the Battalion S3. Establishes liaison between ODIA (coaches and officer representatives) and the spirit staff.
- b. Coordinates all activities of the company in order to support the needs of coaches, team members, and the Corps of Cadets. Supervises the allocation and distribution of resources to accomplish the mission of spirit.
- c. Informs the company on spirit events.
- d. Plans, coordinates, and supervises Cadet trip sections within the company to support Army teams.
- e. Prepares and submits after action reports for spirit activities.
- f. Integrates other DCA groups (WKDT, Howitzer, Pointer, etc.) into spirit functions as needed in coordination with and approval by the brigade A/S3 (Spirit).
- g. Coordinates and supervises the execution of the Adopt-A-Team program within the company.

40. Company Spirit Sergeant. Under the supervision of the Spirit Officer, assists in coordinating and monitoring unit spirit activities in support of Army teams (corps squad, club and intramural sports). Performs other duties as assigned by the headquarters Platoon Sergeant.

Specific duties include:

- a. Learns the duties of the Spirit Officer and assumes responsibility for them in his or her absence.
- b. Assists Spirit Officer in writing or updating semester plan for spirit support activities.
- c. Maintains continuity file of spirit related activities.

41. Company Dayroom Officer (Company Maintenance Officer). Under the supervision of the Company Commander, the Company Dayroom Officer maintains responsibility for all company common areas (to include but are not limited to: Company dayroom, trunkroom(s), hallways, bathrooms, and police-call areas).

Specific duties include:

- a. Maintains that all company common areas are clean and serviceable.
- b. Issues/Updates company common area SOP under the instruction of the Company TAC Team and Company Commander and disseminates instruction to ensure compliance.
- c. Monitors security with the help of the company security officer.
- d. Prepare weekly barracks damage report

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- e. Follows Company Commander's guidance to ensure proper maintenance.

42. Company Dayroom NCO. Under the supervision of the Dayroom Officer, the Dayroom NCO performs all duties allocated by the Dayroom Officer for the overall security and maintenance of all Company common areas.

43. Team Leader. Assists the Squad Leader in the performance of duties. Assumes command of the squad in the Squad Leader's absence.

Specific duties include:

- a. Learns all the duties of the Squad Leader in order to act in his or her absence.
- b. Knows the duty status of each Cadet in the team at all times.
- c. Performs those tasks assigned by the Squad Leader. Tasks include:
 - 1) Conducts Cadet development time.
 - 2) Inspects room appearance during AMI and PMI.
 - 3) Monitors Cadets' performance of assigned duties.
 - 4) Monitors Cadets' military, academic and physical performance.
 - 5) Monitors Cadet performance of administrative and logistical requirements; e.g., turn-in and receipt of equipment from WB-4.
 - 6) Provides assistance to Cadets in all areas of professional development, as required.
 - 7) Conducts remedial training or find other assistance for Cadets on tasks needing improvement or specified by the Squad Leader.
- d. Provides an open channel of communication between team members and the Chain of Command.

44. Member of Squad. Under the supervision of the Team Leader, the Member of Squad (Cadet Private) performs all tasks assigned to him/her by the Chain of Command. The Squad Member learns to be a follower and support the Chain of Command. The Squad Member prepares to lead by observing examples of leadership provided by other Cadets, NCOs, and officers at USMA.

Specific duties include:

- a. Cooperates with others in team efforts.
- b. Learns and practices habits of honorable living.
- c. Performs all prescribed duties in the company area under the supervision of the Chain of Command.

45. Company Respect Representative. Under the supervision of their Regimental Representative, the Company Respect Representative maintains responsibility for Respect matters within the company and serve as advisors to the Cadet Company Commanders and TAC Teams. Company Respect Representatives also serve as their company Health Awareness/ADDIC Representatives.

Specific duties include:

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- a. Ensures units properly execute Respect and Health Awareness education throughout the academic year including teaching assigned classes. Provides After Action Review comments to the Regimental Education Representative in order to improve the program.
- b. Gauges the command climate and advises the Cadet Company Commander and advises, as necessary.
- c. Works with the Chain of Command and individual Cadets to resolve Respect issues.
- d. Advises the Company Commander and the Company TAC on all Respect and health awareness issues within the company.
- e. Assesses the company command climate every 90 days through the execution of informal sensing sessions/inquiries and provide consolidated comments/feedback to the Regimental Representative.
- f. Issues and collects the MEOC surveys under the oversight of the Regimental Representatives.
- g. Establishes and maintains a company Respect bulletin board. Posts equal opportunity policy letters, Health Awareness information and policies, and the VEP training schedule on this board.
- h. Serves as principle staff responsible for the company's execution of the Alcohol and Drug Dependency Intervention Council (ADDIC).
- i. Serves as a liaison between ADDIC and the unit; advises the Chain of Command regarding alcohol or drug related issues or trends in the company. Serves as the Cadet point of contact in the company for getting help or advice on health awareness issues.
- j. Attend CPD sexual assault hotline training.

46. Unassigned Company Staff Officers and Company Staff Sergeants.

- a. The Company Commander, with concurrence of the Company Tactical Officer, should assign meaningful duties and positions of responsibility to all unassigned Company Staff Officers and Sergeants. Some suggested duties:
 - 1) Academic tutor
 - 2) Physical education coach
 - 3) TAC appointment coordinator
 - 4) Army body composition officer/noncommissioned officer
 - 5) Blood drive CIC
 - 6) CFC/AER Campaign CIC
 - 7) Safety officer/noncommissioned officer
 - 8) Commandant's Hour Training Officer/noncommissioned officer
 - 9) Unit Historian
- b. Prior to assigning these duties, develop a valid, written job description. Once approved and assigned, the individual designated to perform the duty should be briefed by the Company Commander and Tactical Officer on the requirements of the duty and performance criteria. During performance of the duty, he or she should receive

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proper supervision and feedback. The duties cited above are not duty positions and may be assigned only to Company Staff Officers or Noncommissioned Officers.

c. Company Staff Officers and Noncommissioned Officers may be assigned to work outside of the company. If a Commander assigns a Company Staff Officer or Noncommissioned Officer out of company, he must ensure that the immediate supervisor of the Company Staff Officer or Noncommissioned Officer provides performance input to the responsible Section Leader in accordance with the rating scheme. The supervisor of the Company Staff Officer or Noncommissioned Officer will provide input to the Section Leader for inclusion into all evaluation reports.

d. Commanders will not assign a Cadet as an unassigned Staff Officer or Sergeant until all authorized positions are filled.

CHAPTER 06 –Summer Training Overview

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1. Purpose. This section provides information concerning the organization and duties of Cadets at the United States Military Academy during all Cadet Summer Training detail positions. Further, this section enables Cadets to ascertain the functional areas of responsibility of their seniors and subordinates.

2. Leadership Development and Guidance. The West Point Leader Development System establishes the requirement for all Cadets to serve as a cadre member at West Point as part of their baseline requirement for graduation from the United States Military Academy. As such, First and Second Class Cadets can expect to serve in one of a wide range of leadership positions in a variety of summer details. Accordingly, Cadets should seek to develop leadership skills within the broad guidance of this Annex and within the context of lessons learned during formal classroom presentations. In addition to the formalized Chain of Command and staff duties, Cadets share in implied responsibilities (i.e., enforcement of the disciplinary system, personal military development). The ultimate goal in discharging these responsibilities is the successful performance of an assigned mission or duty while maintaining a soldierly concern for subordinates. The following chapters of this PAM are intended to provide written guidance concerning the responsibilities and duties of each Cadet assigned a West Point Leader Detail for Cadet Summer Training. Other sources such as the Company Tactical Officer, staff officer counterpart, and other Cadets are available and should be consulted. These personnel have had varied experience and are a wealth of information and ideas.

3. Leadership Development in Perspective. Leadership development of Cadets is an essential element within the total program of the Military Academy. During the academic year, the learning and practice of leadership must be a part of all phases of Cadet life, including company, classroom, athletics and extracurricular activities. However, it is during summer training that Cadets are expected to place leadership, and military development in general, at the forefront of their activities. It is during the summer training period that Cadets are taught, with “hands-on” experience, the leadership skills they will need as officers in the United States Army. Thus, Cadets should go above and beyond the duties and responsibilities outlined in this publication, for hard work and sacrifice as a Cadet will pay great dividends in future years as an officer.

4. Chains of Command. The assignment process for the Cadet cadre of each detail begins in late fall. Assignments are processed in two ways, the difference arising in the selection of Cadets for specified Cadet Captain Positions referred to as Emerging Leaders. A panel of officers selects the Emerging Leader positions after a series of interviews by a board of officers and senior Cadets. The remainder of the assignments, whether at Cadet Basic Training, Cadet Field Training, Summer Garrison Regiment, or Air Assault Cadre, are divided among the various academic year companies and assigned at the company level.

5. Insignia. The wear and function of Cadet insignia does not deviate from those standards issued for Garrison, West Point. In some instances, the requirement for wearing Cadet insignia will change to accommodate any safety concerns.

a. Class shields are to be worn by all upper-classes during their Cadet Summer Training details. Background colors of the shields will be black for First Class, gray for Second Class, and gold for Third Class.

b. Cadets in Cadet Basic Training will be referred to as New Cadets and will wear no rank insignia or class identification.

c. Students in the Summer Leadership Experience will be referred to as Cadet Candidates and will wear no rank insignia or class identification.

d. Rank will be worn in accordance with USCC SOP.

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CHAPTER 07 - Duties of the Cadet Basic Training (CBT I & II) Staff

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1. General. The Cadet Basic Training organization is displayed in *CHAPTER 19, Appendix 1*. The duty requirements of each summer detail position are outlined below. These are the expected requirements, which should be coupled with any higher command or officer-counterpart guidance.

2. Regimental Commander. The Regimental Commander is responsible to the Commander of Cadet Basic Training for the overall performance of the Cadet Basic Training Regiment. The Regimental Commander exercises this responsibility through the Cadet Chain of Command to include maintaining high standards of discipline, morale, training and safety for Cadet cadre and New Cadets.

Specific duties include:

- a. Provides the principal formal and informal, two-way communications link between the CBT Commander and the Cadets assigned to the regiment.
- b. Provides clarification of the CBT Commander's policies, provides guidance for their implementation as appropriate, and monitors the performance of subordinate units.
- c. Establishes specific goals and objectives for the summer detail to give direction to the regiment. Provides resources necessary to meet the established goals and objectives.
- d. Inspects as required to ascertain the state of appearance, discipline, morale, maintenance, training, and administrative and logistical support of the regiment. Provides feedback to the CBT Commander and the Cadet Chain of Command, as required.
- e. Provides guidance for the supervision and coordination of the regimental staff. Monitors staff performance through the Regimental Executive Officer.
- f. Ensures information is disseminated to companies and staff sections.
- g. Through the Regimental Executive Officer and the Regimental Command Sergeant Major, monitors the operation of the West Point Leader Development System (WPLDS) to ensure consistency within the regiment.
- h. With the approval of the CBT Commander, publishes regimental policies.
- i. Maintains command interest in the Honor and Respect Systems and monitors attitudes toward the systems through the delegated Honor and Respect Representatives.
- j. Supervises and commands formations and ceremonies.
- k. Establishes an effective working relationship and command climate with subordinate Commanders to ensure effective execution of duties and unit goals.
- l. Supervises all training during Cadet Basic Training to ensure a high level of professional conduct, personal appearance, and duty performance is maintained among the Cadet cadre and New Cadets.

3. Regimental Command Sergeant Major. The Regimental Command Sergeant Major is the senior enlisted Cadet at Cadet Basic Training. Primary responsibility is to ensure the proper execution of duties by Cadet 1st Sergeants and Platoon Sergeants, as the representative of the Cadet Regimental Commander.

Specific duties include:

- a. Establishes and maintains a liaison with the CBT Sergeant Major.
- b. Maintains a high standard of police throughout Cadet Basic Training billeting areas.

CHAPTER 07 - Duties of the Cadet Basic Training (CBT I & II) Staff

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- c. Maintains a high standard of personal appearance for all Cadets at Cadet Basic Training.
- d. Ensures proper execution of Guard duties and details.
- e. Ensures proper execution of drill and ceremonies.
- f. Trains and supervises Color Guard for Cadet Basic Training review.
- g. Establishes a standard for the Motor Pool (North Dock) and supervises its compliance.
- h. Establishes TA-50 standard and enforces compliance.
- i. Assists Regimental Commander by observing training and keeping him/her informed of issues raised through NCO channels.

4. Regimental Executive Officer. Second in command of the regiment and first supervisor of the Regimental Staff. Assumes command of the unit in the absence of the Commander. Responsible to the Commander for the execution of staff tasks and the coordinated efforts of the staff members to ensure that they perform as an entity and not as separate staff sections. The Executive Officer directs, coordinates, and supervises all staff actions and ensures they meet the Commander's guidance. Is supervised by the Regimental Commander. Supervises and synchronizes the regimental staff.

Specific duties include:

- a. Establishes and maintains liaison with officer counterpart. Performs other duties as assigned.
- b. Formulates policy for the operation of the staff and coordinates and supervises the activities of the staff in support of the Regimental Commander's guidance and decisions.
- c. Informs the Regimental Commander of staff activities and the requirements placed on the regiment by outside agencies and higher headquarters.
- d. Supervises preparation of operation orders to be issued by the Regimental Commander.
- e. Responsible to the Regimental Commander for the good order, discipline, billeting, internal administration, supply, training, morale, and general efficiency of the regimental staff.
- f. Consolidates reviews for accuracy and format all reports submitted by subordinate units and the regimental staff. Forward records and reports as required. Ensures all suspenses are met.
- g. Supervises the planning, coordination, and execution of regimental activities.
- h. Ensures directives and instructions are executed in accordance with the Regimental Commander's policy.
- i. Ensures all staff personnel maintain high standards of conduct and appearance.
- j. Organizes morning PT for the regimental staff.
- k. Serves as the Regimental Safety Officer.
- l. Coordinates all VIP/Protocol activities for Cadet Basic Training.

5. Regimental Adjutant (S1). The Regimental Adjutant has primary staff responsibility for personnel and administrative matters pertaining to the regiment. Serves as the principal advisor on administrative procedures and regulations. Coordinates the assignment of guards, ushers, duty officers, and other recurring duties. Supervised by the Regimental Executive Officer.

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Specific duties include:

- a. Maintains proper and timely accountability of the Cadet Basic Training Regiment.
- b. Maintains high standards of performance, conduct and appearance in the guardhouse and among the various other guards. Prepares and publishes all guard assignments, to include the Regimental Duty Officer, Cadet Officer-in-Charge, Cadet Officer-of-the-Day, and Sergeant-of-the-Guard.
- c. Prepares and publishes correspondence and reports, to include letters of instruction and disposition forms, for the Regimental Commander and Executive Officer.
- d. Oversees the operation of the mailroom.
- e. Prepares, coordinates, and supervises various aspects of the Fourth Class Bivouac, such as parking, invitations, awards, and receptions.
- f. Organizes, coordinates, and supervises the registration and parking of all First Class POV's.
- g. Performs other duties as determined by the Regimental Commander and Regimental Executive Officer.
- h. Plans, coordinates, and supervises the Cadet Basic Training Awards Ceremony.
- i. Maintains liaison and coordinates with officer counterpart.
- j. Organizes, conducts, and supervises the New Cadet Resignation process including the maintenance of each resignation package, turn in of all New Cadet Resignee equipment, and out processing of each Resignee.
- k. In support of the New Cadet Resignation Process, maintains and oversees the Cadet Basic Training Regiment Transient Barracks, providing 24 hour supervision of all New Cadet Resignees assigned to Transient Barracks.
- l. Coordinates with that post chaplains the various Religious services during Cadet Basic Training.

6. Regimental Assistant Adjutant (A/S1). Performs administrative and personnel functions as directed by the Regimental Adjutant.

7. Regimental Operations Officer (S3). The Regimental Operations Officer is responsible for the planning and coordination of all training for the Cadet Basic Training Regiment.

Specific duties include:

- a. Maintain and be able to brief the current operations situation at all times.
- b. Prepares, coordinates, authenticates, and publishes all OPORDS and OPLANS, as required; and review all similar products prepared by subordinate units.
- c. Recommends priorities for allocating critical resources of the command, including time, personnel, equipment, supplies, terrain, ammunition, and training aids.
- d. Recommends task organization and assigning missions to subordinate elements of the command.
- e. Compiles and coordinates weekly training schedules for the eight Cadet Basic Training companies.
- f. Conducts weekly training meetings to finalize coordination for near-term training (1-2 weeks out) and review short-term training (3-4 weeks out).

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- g. Coordinates and schedules all training resources to include transportation, terrain, medical support, ammunition, water, and messing to support all Cadet Basic Training.
- h. Supervises the tracking of all training records, to include graduation requirements and pre-commissioning Military Qualification Standards I tasks for the Regiment.
- i. Assists the companies with resources for all company-level training and TAC Time training, to include lecture facilities and terrain, as required.
- j. Provides all training locations with daily weather reports and wet-bulb readings.
- k. Maintains radio communication with the Cadet Summer Training HQ and Range Control, as well as operate the Cadet Basic Training command FM radio.
- l. Plans, coordinates and directs the movement of all personnel and their equipment to designated buildings during Graduation Week for Summer Training.
- m. Plans, coordinates and directs the integration of 2d Detail personnel for the leader training program, without degrading the training of the Cadet Basic Training Regiment.
- n. Plans, coordinates and directs the movement of all personnel and equipment to Lake Fredrick Training Area.
- o. Plans, coordinates and directs the redeployment of all personnel and equipment from Lake Fredrick Training Area to West Point at the conclusion of Summer Training.
- p. Operates the Cadet Basic Training TOC.
- q. Keeps the Cadet Basic Training Regimental Commander informed of all training issues and statuses at all times.
- r. Maintains liaison and coordinates with officer counterpart.

8. Regimental Assistant Operations Officers (A/S3 - Operations). Assists the Regimental Operations Officer as directed.

Specific duties include:

- a. Maintains the current situation of the Cadet Basic Training Regiment and prepared to present operations briefings daily.
- b. Assists in the preparation, coordination, and publication of required OPORDS and OPLANS.
- c. Coordinates and schedules training resources as required, to include transportation, terrain, medical support, ammunition, and training aids.
- d. Collects and reports current weather and wet bulb readings for all subordinate units. Ensures weather status is constantly updated in Tactical Operations Center.
- e. Maintains radio communications with the Cadet Summer Training HQ and Range Control, as well as acting as the Net Control Station for Cadet Basic Training Command net.
- f. Supervises and tracks movement of all elements of the Cadet Basic Training Regiment.
- g. Operates the Cadet Basic Training Tactical Operations Center (TOC).

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- h. Tracks and issues all Regimental taskings.

9. Regimental Assistant Operations Officer (A/S3 - Training). Assists the Regimental Operation Officer as directed.

Specific duties include:

- a. Assists in compiling and coordinating all training schedules for the eight Cadet Basic Training Companies.
- b. Assists in the execution of weekly training meetings to finalize coordination for near term training (1-2 weeks out) and review short-term training (3-4 weeks out).
- c. Executes the tracking of all training records to include the Cadet Basic Training Master Qualification record which tracks performance by Cadets on all graduation pre-requisites and required pre-commissioning MQS I tasks.

10. Regimental Supply Officer. The Supply Officer coordinates all logistical matters for the Cadet Basic Training Regiment, to include supply, services, billeting and mess. More specifically, these duties can be divided into three categories:

a. Supply and Services:

- 1) Coordinates with S-3, Cadet Basic Training and the companies to schedule equipment issue and turn-in. Publishes schedule to accomplish this.
- 2) Coordinates and publishes schedule for laundry services.
- 3) Receives requests for barracks repair and initiates work orders to the Installation Engineer.
- 4) Issues expendable supplies as requested, through augmentation soldiers provided to the S-4 operation.
- 5) Coordinates to have water resupply at training sites.
- 6) Coordinates to have portable latrines at training sites serviced IAW contractual agreements.
- 7) Maintains liaison between DOL and Cadet Basic Training Regiment to facilitate Issue Point operations, address supply concerns, and acquire inventory for the regimental supply room.
- 8) Provides logistical advice to S-3, Cadet Basic Training for all operations throughout the planning process.
- 9) Maintains and operates regimental supply room.

b. Mess Operations:

- 1) Coordinates and schedules meals and tables for all companies and supports personnel at appropriate dining facilities.
- 2) Coordinates rations in support all foot movements.
- 3) Coordinates field rations with Cadet companies and S-3, Cadet Basic Training.
- 4) Coordinates field ration cycle with committees for committee personnel.
- 5) Coordinates meal plan for R-Day.

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c. Transportation:

- 1) Schedules transportation in support of training, mess and committee operations.
- 2) Coordinates with S-3 to ensure that movements appear on company training schedule.
- 3) Ensures that transportation is scheduled for all requested field meals.
- 4) Ensures that transportation unit dispatcher has a complete and accurate transportation schedule.
- 5) Schedules and coordinates movements for field operations.
- 6) Coordinates Graduation Week drivers training and convoys.
- 7) Monitors and reports maintenance status (DA 2406) of non-tactical fleet to Regimental Executive Officer.
- 8) Supervises vehicle issue to Cadet Basic Training command team, companies, and staff shops.

d. Maintains liaison and coordinates with officer counterpart and S-4, Cadet Summer Training.

11. Regimental Assistant Supply Officer (A/S4). Performs duties in the area of supply management, mess operations, and transportation as directed by the Regimental Supply Officer.

12. Regimental S6. The Regimental S6 serves as the Cadet expert and focal point for matters pertaining to information systems. Ensures that information systems initiatives support command policy. In this instance, information systems consist of the Cadet network environment, official Cadet telephones, forms, and reproduction.

Specific duties include:

- a. Establishes and maintains liaison with the Chief, Information Systems Division (ISD), USCC and Goldcoats computer lab.
- b. Organizes and conducts staff coordination to accomplish information management goals, provides guidance and assistance as required to the Companies.
- c. Monitors the status of the Cadet communications network; inform ISD, Goldcoats and SEB of any problems. Provides and coordinates assistance by ISD and Goldcoats as needed.
- d. Coordinates with the administration services branch of ISD, USCC for supply of forms to the Corps of Cadets.
- e. Provides all information management support to the Regimental staff. Serves as the primary point of contact in the Summer Garrison Regiment for information systems matters.
- f. Monitors operation of the unprotected Corps electronic bulletin boards and network system for compliance with published procedures and regulations pertaining to the network system. Instructs the Cadet Chain of Command on access to the protected electronic bulletin boards and their responsibilities for the bulletin boards' use.
- g. Improves the Corps' administrative efficiency through optimal use of information systems and utilizes technology for administrative support. Advises the Chief, ISD, on any issues affecting the efficiency of automation support to the Summer Garrison Regiment.
- h. Serves as the principal point of contact in the Summer Garrison Regiment for questions pertaining to information systems matters.

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13. Regimental Cadet Activities Officer (CAO). The Regimental Cadet Activities Officer has primary staff responsibility for extracurricular activities. Reviews the status of extracurricular activities and facilities; makes recommendations to improve programs and operations; and coordinates special events and trips. Responsible for coordinating and conducting the social and recreational activities for the Cadet regiment. The CAO reports to the Regimental Executive Officer.

Specific duties include:

- a. Plans, organizes and conducts Camp Buckner Activities.
- b. Through the Regimental Executive Officer, informs the Regimental Commander of all matters pertaining to extracurricular activities.
- c. Establishes and maintains liaison with Director of Cadet Activities.
- d. Actively supervises assistants in the performance of their duties. This includes apportionment of tasks, providing guidance for task accomplishment, and providing performance feedback.
- e. Establishes and maintains liaison with and conducts staff coordination with subordinate Commanders. Provides assistance as required.
- f. Provides staff supervision of the First Class Club, Eisenhower Hall, and other DCA facilities.
- g. Plans, coordinates, and monitors additional regimental activities such as River Court parties, Regimental Tailgate Parties, etc.
- h. Coordinates and schedules Cadet use of Academy ferryboat.
- i. Provides supervision over Cadet publications for Cadet Basic Training.
- j. Serves as Cadet proponent for USCC Regulation 28-1, *Regulations for Extracurricular Activities*.
- k. Assists Cadet Social Programs Manager, DCA as required.
- l. Acts as the primary coordinator for all Cadet-related activities at Eisenhower Hall. Interfaces routinely with Director of Cadet Programs, DCA.
- m. Serves as the First Class Club Manager and assists the Manager, Cadet Restaurant, in programming functions for the Regiment.

14. Regimental Assistant Activities Officer. Performs duties as directed by the Regimental Activities Officer.

15. Regimental Athletic Officer. The Regimental Athletic Officer has primary staff responsibility for the organization and conduct of the physical and athletic training program. Supervised by the Regimental Executive Officer.

Specific duties include:

- a. Through the Regimental Executive Officer, keeps Regimental Commander informed on the physical and athletic program, as well as other Department of Physical Education (DPE) activities.
- b. Organizes, administers, and conducts the regimental physical training program within the limitations of the Department of Physical Education (DPE), and directives of the Regimental Commander.

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- c. Organizes, administers, and conducts diagnostic APFT under the guidance of DPE.
- d. Organizes, administers, and conducts Warrior Competition site for New Cadets under the guidance of DPE instructors.

16. Regimental Assistant Athletic Sergeant (ODIA). Under the supervision of the Athletic Officer, coordinates with ODIA for the execution of the Corps Squad screening and training program for New Cadets.

17. Regimental Assistant Athletic Sergeant (DPE). Under the supervision of the Athletic Officer, coordinates with DPE for all physical training activities, mass athletics, and testing.

18. Regimental Assessment Officer. Under the supervision of the CST Assessment Committee Chief, plans, resources, and executes various assessments during Cadet Summer Training in order to validate and provide feedback on the effectiveness of training.

Specific duties include:

- a. Securing, transporting, and setting up various equipment used for assessment.
- b. Communicate with the CST chain of command on all topics related to assessments.
- c. Observe specific Cadet training events and provide detailed feedback to the CST Assessment Committee.

19. Regimental Assistant Assessment Officer. Under the supervision of the Regimental Assessment officer, plans, resources, and executes various assessments during Cadet Summer Training in order to validate and provide feedback on the effectiveness of training.

20. Regimental Marksmanship Instructor. Facilitates and serves as an Assistant Instructor for the Marksmanship Committee at the United States Military Academy with a summer load of over 1500 Cadets.

Specific duties include:

- a. Coordinates and synchronizes logistical and administrative support among numerous support agencies to facilitate Cadet training.
- b. Acts as a mentor and establishes standards of live fire conduct and accountability to Cadets of all levels.
- c. Supervises and refines basic rifle marksmanship and advance rifle marksmanship.

21. Regimental Assistant Marksmanship Instructor. Under the supervision of the Regimental Marksmanship Instructor facilitates and serves as an Assistant Instructor for the Marksmanship Committee at the United States Military Academy with a summer load of over 1500 Cadets.

Specific duties include:

- a. Coordinates and synchronizes logistical and administrative support among numerous support agencies to facilitate Cadet training.
- b. Acts as a mentor and establishes standards of live fire conduct and accountability to Cadets of all levels.
- c. Supervises and refines basic rifle marksmanship and advance rifle marksmanship.

22. Crew Serve Weapons Instructor (CBT2). Cadet is responsible for the assignment of positions for all range personnel, safe operation of the live fire range and following all guidelines established by West Point Range Control. Cadet is responsible for the set-up, operation and oversight of three M249/ M240B training sites, a M249 Live Fire exercise for eight CBT companies and six junior Cadets.

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- a. The first training site will consist of disassembly, reassembly, functions check, correct stoppages, loading and unloading of the weapons.
- b. The second station will consist of emplacement, march order and crew drills of the M249 and M240.
- c. The third station will consist of weapons capabilities, target selection, employment techniques and range estimation.
- d. The final station is the employment and operation of the M249 on a live fire range.

23. Assistant Crew Serve Weapons Instructor (CBT2). Under the supervision of the Crew Serve Weapons Cadet is responsible for the set-up and execution of three M249/ M240B training sites, a M249 Live Fire exercise for eight CBT companies Cadet is responsible for the initial machine gun training of the eight companies of New Cadets. Cadets will be required to address and correctly answer questions relating to the every aspect of the M249 and M240B machine guns.

24. Grenade Range Instructor (CBT2). Cadet is responsible for the set-up, operation and oversight of four Distance and Accuracy hand grenade training lanes and four Hand Grenade Qualification Course lanes for eight CBT companies. The Distance and Accuracy hand grenade lanes are the only training that the New Cadets will receive prior to them conducting the Hand Grenade Qualification Course.

Specific duties include:

- a. Cadet will monitor the Distance and Accuracy Lanes that consist of four sub-courses per lane. The sub-courses consist of proper throwing positions and techniques that will be evaluated during the Hand Grenade Qualification Course.
- b. Cadet will be responsible for the set-up and operation of four Hand Grenade Qualification Lanes consisting of 7 events per lane.
- c. Cadet will maintain records of all New Cadets that successfully complete the Qualification Course in order to allow the New Cadet to continue to the Live Grenade Range.
- d. Cadet is responsible for the assignment of positions for all range personnel and following all guidelines established by West Point Range Control.

25. Assistant Grenade Range Instructor (CBT2). Under the supervision of the Grenade Range Instructor the Cadet is responsible for the set-up and operation of four Distance and Accuracy hand grenade training lanes and four Hand Grenade Qualification Course lanes for eight CBT companies. The Distance and Accuracy hand grenade lanes are the only training that the New Cadets will receive prior to them conducting the Hand Grenade Qualification Course.

26. Land Navigation Instructor. Cadet is responsible for the assignment of positions for all training area personnel, safe execution of individual land navigation and advanced navigation training, and for following all guidelines established by West Point Range Control. Cadet is responsible for the set-up, operation and oversight of land navigation training for eight CBT companies.

Specific duties include:

- a. Coordinates and synchronizes logistical and administrative support among numerous support agencies to facilitate Cadet training.
- b. Cadet will be responsible for the set-up and operation of all land navigation training
- c. Cadet will maintain records of all New Cadets that successfully complete the land navigation training.

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d. Cadet is responsible for the assignment of positions for all training support personnel and following all guidelines established by West Point Range Control.

e. Supervises and refines basic land navigation techniques.

27. Company Commander. The Company Commander is responsible for everything that the company does or fails to do. The Commander is accountable to both the Company Tactical Officer and the Cadet Regimental Commander for the accomplishment of the mission, safety and well-being of the Cadets in the company.

Specific duties include:

a. Keeps the Company Tactical Officer and Regimental Commander informed.

b. Establishes policies and procedures to ensure the good order and smooth functioning of the company.

c. Leads the company by setting and enforcing high standards of personal and professional performance for all Cadets.

d. Leads the company in training.

e. Counsels Cadets as required.

f. Recommends disposition on disciplinary or other administrative actions.

g. Inspects barracks, personal appearance of Cadets and conduct on and off-duty to ensure that standards are met.

h. Facilitates communication up and down the Chain of Command.

28. First Sergeant. Senior Cadet Noncommissioned Officer assigned to the company. Responsible to the Company Commander, executes established policies and standards pertaining to the performance, training, appearance, and conduct of the company.

Specific duties include:

a. Establishes and maintains liaison with the Regimental Command Sergeant Major and Company Tactical Officer and Noncommissioned Officer. Establishes and maintains communication with the Cadet Officers, Noncommissioned Officers and New Cadets through the noncommissioned officer support channel.

b. Actively supervises the noncommissioned officers in the performance of their duties. This includes assignment of tasks, providing guidance on task accomplishment, supervising task accomplishment, and providing performance feedback.

c. Supervises the Cadet-in-charge of quarters (CCQ) in the performance of duties. Enforces the SOP for the conduct of CCQ duties IAW 1404.7, Cadet-in-Charge of Quarters (CCQ), USCC SOP. Briefs all Cadets on the policies and procedures involving CCQ duties. Provides an in-brief and out-brief to all CCQs on their duty requirements and provides special instructions as required.

d. Provides accurate, daily personnel status reports to the Company Commander, Tactical Officer, and higher headquarters.

e. With assistance of Platoon Sergeants, monitors company duties.

f. Conducts routine company administration and everyday operations, supervises the company orderly room and maintains departure book.

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g. Maintains current copies of the USCC SOP; daily bulletins; and policy memoranda. Posts all changes promptly and properly.

h. Conducts formations as outlined in the drill and ceremony manual (FM 22-5).

i. In conjunction with the company Executive Officer, establishes and maintains suspense files. Ensures that all suspenses are met.

j. Assists in the dissemination of information, approved policy, and details necessary for the daily operation and maintenance of the company.

k. Advises and initiates recommendations to the Company Commander in matters concerning Cadet Noncommissioned Officers and New Cadets.

l. Through periodic inspections, monitors the police of the company area.

29. Company Executive Officer. The Executive Officer is the Commander's primary assistant and assumes command in the Commander's absence. His/her role is to supervise the Company's Support/Logistical activities.

Specific duties include:

a. Coordinates mess and transportation support in conjunction with the unit's training mission. Attends all unit training meetings to assess unit requirements.

b. Ensures that sufficient supplies are on hand for barracks maintenance and conduct of CCQ duties.

c. Ensures that company vehicles are properly dispatched and that preventive maintenance is performed.

d. Coordinates with 1st Sergeant to ensure that suspenses are met.

e. Maintains liaison with Regimental Executive Officer.

f. Serves as Company Physical Training Officer, in coordination with DPE monitor.

g. Serves as Company Safety Officer.

30. Company Training Officer. Responsible to the Company Commander for all matters pertaining to operations and training. Under the supervision of the Company Executive Officer coordinates and monitors all operations and training activities.

Specific duties include:

a. Establishes and maintains liaison with the Regimental Operations Officer.

b. Through the Executive Officer, keeps the Company Commander informed of all matters pertaining to operations and training.

c. Actively supervises the Company Training Sergeant in the performance of his or her duties. This includes assignment of tasks, providing guidance for task accomplishment, supervising task accomplishment and providing performance feedback.

d. Responsible for being familiar with applicable training memoranda and taking action as required.

e. Monitors tasks accomplished and schedules re-training events as required.

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f. Responsible for running the Reconditioning Program with other Company Training Officers and monitors Sick Call for the company.

31. Company Training Sergeant. Under the supervision of the Company Training Officer, assists in coordinating all matters pertaining to operations and training.

Specific duties include:

a. Learns the duties of the Company Training Officer. Assumes responsibility for these duties during the absence of the Training Officer.

b. Ensures the company training schedule and training board is up to date and that the Chain of Command is aware of upcoming events. Responsible for ensuring that changes are posted to the training schedule and that the changes are disseminated in a timely manner.

c. Responsible for escorting New Cadets to sick call, if necessary.

d. Performs other duties as determined by the Company Training Officer or Platoon Sergeant.

32. Company Supply Sergeant. Company Supply Sergeant is the principal assistant to the Company Commander for logistical matters within the company. Under the supervision of the Company Executive Officer and First Sergeant, coordinates all logistical matters which affect the company to include: mess hall related matters/actions, supply, services, maintenance, and transportation. Works with the Cadet Basic Training Cadet S4 and staff to solve all logistical issues.

Specific duties include:

a. Establishes and maintains liaison with the Cadet Basic Training Cadet S4 and Staff .

b. Serves as the company expert on logistics and company requirements.

c. Requests, draws, and issues required supplies from the Cadet Basic Training Cadet S4, Supply.

d. Works with the Cadet Basic Training, S4, Mess Cadet to ensure the company has the correct amount of allotted tables in the Mess Hall. Executes a mess plan IAW established SOPs for field feeding. Assist KPs with meals served in the field from the Mess Hall.

e. Coordinates, publicizes, and monitors all issues/turn-ins for the company to include, but not limited to:

1) Miles equipment.

2) MREs.

3) Required supplies and TA-50 items.

4) Weapons and cleaning supplies.

f. Conducts a 100% serial number check weekly, with the Company Tactical NCO, of all weapons and sensitive items stored in the arms room. Reports any discrepancies immediately to the Company Commander.

g. Works with Cadet Basic Training Cadet S4, Transportation on any transportation requirements or issues.

h. Supervises laundry and dry cleaning procedures. Publishes the turn-in/issue laundry/dry-cleaning schedule to the company. Reports any discrepancies immediately to the Company Commander.

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i. Ensures all cadre and New Cadet clothing is marked IAW CBT SOP. Delivers any unidentifiable clothing items to the Cadet Basic Training Cadet S4.

j. Works with the Company Tactical Noncommissioned Officer in reporting all barracks damage or items which require work.

k. Ensures all items are signed for and hand receipted IAW with current Supply Update. Any questions on proper procedure should be voiced to either the Company Tactical Officer or Cadet Basic Training S4, Supply Sergeant.

l. Monitors the maintenance, fueling, daily PMCS, and cleanliness of the vehicles assigned to the company. Ensures each vehicle possesses chalk blocks, and that drivers place them under vehicle tires when the vehicle is not in use.

m. Performs any other duties assigned by the Company Commander, Executive Officer, and First Sergeant.

33. Platoon Leader. Under direction of the Company Commander, leads the platoon in the accomplishment of all missions. Responsible for the readiness, safety, administration, discipline, morale and welfare of the platoon.

Specific duties include:

a. Ensures that platoon members are informed of anticipated training, operations and requirements. Establishes an effective two-way flow of communication within the platoon.

b. Maintains high standards of personal appearance, morale and professional conduct.

c. Maintains a high standard of barracks police. Holds Squad Leaders accountable for their areas of responsibility through daily inspection.

d. Inspects uniforms and equipment for completeness, serviceability, and that personal and government equipment are properly secured. Ensures that New Cadets have required issued equipment and that Squad Leaders note deficiencies.

e. Counsels personnel as required, in areas mentioned above where shortcomings are noted, and in areas such as conduct, physical fitness and leader skills. Monitors that platoon members are conducting themselves in a professional manner and that there is no hazing.

f. Reviews explanations of reports and provides recommendation of disciplinary action prior to forwarding to the Company Commander for action.

g. Leads the platoon through all training and PT, setting a positive example. Makes sure PT is done in accordance with DPE standards.

h. Keeps the Commander informed of all issues affecting the platoon.

i. Ensures training results for all platoon members are intensively managed (i.e., MOS results, PT results, and leadership evaluations).

j. Provides for the Platoon Sergeant in case of absence to ensure their ability to assume command of the platoon.

k. Assists Company Commander in execution of leader's recon, concurrent training, and any other preparations for upcoming training events.

34. Platoon Sergeant. Second in command of the platoon and the senior Cadet Noncommissioned Officer in the platoon. Responsible to the Platoon Leader and oversees the administrative and logistical support for the platoon.

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Specific duties include:

- a. Clearly explains expectations of subordinate Squad Leaders.
- b. Seeks guidance from the Chain of Command as necessary.
- c. Trains subordinates in the proper wear and care of their uniforms and equipment.
- d. Supervises the Squad Leaders within the platoon.
- e. Keeps subordinates informed.
- f. Plans and conducts day-to-day details.
- g. Conducts team and squad training.
- h. Supervises daily events as required by training schedules.
- i. Supervises the movement of troops.
- j. Lets subordinates know the schedule of activities well in advance.
- k. Inspects subordinates' equipment for serviceability and accountability.
- l. Ensures weapons and equipment are properly secured and stored.
- m. Checks appearance and condition of troop billets.
- n. Keeps an accountability of each subordinate and his/her whereabouts and provides accurate personnel status reports.
- o. Monitors why subordinates are going on sick call or other appointments.
- p. Monitors the readiness status of the platoon.
- q. Emphasizes safety at all times, looks for and corrects unsafe acts.

35. Squad Leader. Under the supervision of the Platoon Sergeant and in accordance with directives issued by the Platoon Leader, supervises the squad. The Squad Leader is responsible to the Platoon Leader for the discipline, internal administration, supply, maintenance, training, morale, and general efficiency of the squad.

Specific duties include:

- a. Teaches the squad about accountability, readiness and serviceability of arms, and serviceability of clothing and other assigned equipment.
- b. Trains the squad on selected military skills.
- c. Clearly explains what is expected from each subordinate in the squad.
- d. Provides advice to the Chain of Command when necessary.
- e. Inspects subordinates' equipment often and holds subordinates responsible for damages and losses.
- f. Checks Squad Members to see if they are maintaining their equipment.

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- g. Supervises daily events as required by training schedule.
- h. Supervises the movement of the squad.
- i. Lets members of the squad know the schedule of activities well in advance.
- j. Ensures weapons and equipment are properly secured and stored. Conducts serial number checks on weapons after every movement in the field.
- k. Assigns responsibility for common-use areas, i.e., stairwells, halls, outside police area, etc.
- l. Keeps the Platoon Leader and Platoon Sergeant informed.
- m. Maintains established standards of personal and barracks appearance.
- n. Makes sure that the squad is always on time for training and movement.
- o. Counsels subordinates and maintains counseling records. Discusses personal/professional problems with subordinates and provides guidance or refers such situations to Platoon Sergeant or Platoon Leader.
- p. Maintains the training results on all Squad Members for each training event.
- q. Inspects to ensure personal appearance is satisfactory at all times.
- r. Responsible for being thoroughly knowledgeable of regulations, directives, standard operating procedures and unit policies.
- s. Emphasizes safety in all that the Cadets do.

36. Cadet Counseling Unit Cadet in Charge. A Cadet captain is assigned to the CCU as the Cadet in Charge (CIC). Primarily, the CIC serves as first-line leader and rater of the eight assigned Cadet sergeants serving as CCU counselors. The CCU CIC is responsible for the operation of the CCU in support of the CBT Regiment's mission. The CIC is accountable to both the Director of the CCU and the Cadet Regimental Commander for accomplishment of the mission and the well-being of the counselors assigned to the unit.

Specific duties include:

- a. Keeps the CCU Director and Regimental Commander informed.
- b. Facilitates establishment of policies and procedures to ensure the smooth functioning of the CCU.
- c. Leads the Unit by establishing and enforcing high standards of personal and professional performance. Models a positive example.
- d. Counsels subordinates as required.
- e. Periodically inspects barracks and personal appearance of Cadets to ensure that standards are maintained.
- f. Facilitates communication between officers and Cadet counselors.
- g. Attends regimental training meetings to assess unit requirements.
- h. Coordinates transportation support in conjunction with regiment/company training missions. Ensures that the assigned vehicle is properly dispatched and that preventive maintenance is performed as required.

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- i. Ensures that sufficient supplies for execution of CCU duties are on hand at all times.
- j. Ensures that suspenses are met.
- k. Coordinates pass privileges among CCU counselors to ensure adequate coverage is provided to each company.
- l. Provides contingency counseling support as needed.
- m. Coordinates the duty roster for daily coverage at the Cadet Health Clinic during Sick-Call.

37. Cadet Counseling Unit Representative. A CCU Cadet sergeant will be assigned to each CBT company. This Cadet provides counseling services beyond that of the squad leader to New Cadets in their company, and serves as a mental health consultant to the Cadet and officer CoC. The Cadet counselors are under the operational control of the CBT Commander. The CCU is under the overall clinical supervision of the CCU Director.

Specific duties include:

- a. Provides counseling services to New Cadets, to include crisis intervention.
- b. Provides mental health consultation to Cadet and officer CoC.
- c. Provides R-Day support.
- d. Conducts educational briefings to Cadet CoC and New Cadets.
- e. Provides Sick-call coverage at Cadet Health Clinic as assigned.
- f. Participates in company training activities.
- g. Maintains a continual presence within company.
- h. Attends and participates in daily supervision at CPD.
- i. Keeps Office Supervisor informed regarding all clinical issues.
- j. Maintains clinical records and completes data entry.
- k. Keeps CCU CIC informed regarding issues/climate within company.
- l. Maintains accountability with CCU CIC.
- m. Performs additional tasks to support company after confirming that these tasks do not conflict with the CCU mission. Consults with CCU CIC, Office Supervisor, and/or CCU Director prior to performing these tasks.

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1. General. The Cadet Field Training organization is displayed in *CHAPTER 19, Appendix 2*. The duty requirements for each summer detail position are outlined below. These are the expected requirements, which should be coupled with any higher command or officer-counterpart guidance.

2. Regimental Commander. The Regimental Commander is responsible to the Commander of Cadet Field Training for the overall performance of the Cadet Field Training Regiment. The Regimental Commander exercises this responsibility through the Cadet Chain of Command to include maintaining high standards of discipline, morale, training and safety in both the First, Second and Third Class.

Specific duties include:

- a.** Provides the principal formal and informal, two-way communications link between the CFT Commander and the Cadets assigned to the regiment.
- b.** Provides clarification of the CFT Commander's policies, provides guidance for their implementation as appropriate, and monitors the performance of subordinate units.
- c.** Establishes specific goals and objectives for the summer detail to give direction to the regiment. Provides resources necessary to meet the established goals and objectives.
- d.** Inspects as required to ascertain the state of appearance, discipline, morale, maintenance, training, and administrative and logistical support of the regiment. Provides feedback to the CFT Commander and the Cadet Chain of Command, as required.
- e.** Provides guidance for the supervision and coordination of the regimental staff. Monitors staff performance through the Regimental Executive Officer.
- f.** Ensures information is disseminated to companies and staff sections.
- g.** Through the Regimental Executive Officer and the Regimental Command Sergeant Major, monitors the operation of the West Point Leader Development System (WPLDS) to ensure consistency within the regiment.
- h.** With the approval of the CFT Commander, publishes regimental policies.
- i.** Maintains command interest in the Honor and Respect Systems and monitors attitudes toward the systems through the regimental honor and respect representatives.
- j.** Supervises and commands formations and ceremonies.
- k.** Establishes an effective working relationship and command climate with subordinate Commanders to ensure effective execution of duties and unit goals.
- l.** Supervises all training during Cadet Field Training to ensure a high level of professional conduct, personal appearance, and duty performance is maintained among the First, Second, and Third Class.

3. Regimental Command Sergeant Major. The Regimental Command Sergeant Major is the senior enlisted Cadet at Cadet Field Training. Primary responsibility is to ensure the proper execution of duties by Cadet 1st Sergeants and Platoon Sergeants, as the representative of the Cadet Regimental Commander.

Specific duties include:

- a.** Establishes and maintains a liaison with the CFT Sergeant Major.
- b.** Maintains a high standard of police throughout Camp Buckner billeting areas.

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- c. Maintains a high standard of personal appearance for all Cadets at Camp Buckner.
- d. Ensures proper execution of Guard duties and details.
- e. Ensures proper execution of drill and ceremonies.
- f. Trains and supervises Color Guard for Cadet Field Training review.
- g. Assists Regimental Commander by observing training and keeping him/her informed of issues raised through NCO channels.

4. Regimental Executive Officer. Second in command of the regiment. Assumes command of the unit in the absence of the Commander. Responsible to the Commander for the execution of staff tasks and the coordinated efforts of the staff members to ensure that they perform as an entity and not as separate staff sections. The Executive Officer directs, coordinates, and supervises all staff actions and ensures they meet the Commander's guidance. Is supervised by the Regimental Commander. Supervises the regimental staff.

Specific duties include:

- a. Establishes and maintains liaison with officer counterpart. Performs other duties as assigned.
- b. Formulates policy for the operation of the staff, coordinates and supervises the activities of the staff in support of the Regimental Commander's guidance and decisions.
- c. Informs the Regimental Commander of staff activities and the requirements placed on the regiment by outside agencies and higher headquarters.
- d. Supervises preparation of operation orders to be issued by the Regimental Commander.
- e. Responsible to the Regimental Commander for the good order, discipline, billeting, internal administration, supply, training, morale, and general efficiency of the regimental staff.
- f. Consolidates and reviews for accuracy and format all reports submitted by subordinate units and the regimental staff. Forwards records and reports as required. Ensures all suspenses are met.
- g. Supervises the planning, coordination, and execution of regimental activities.
- h. Ensures directives and instructions are executed in accordance with the Regimental Commander's policy.
- i. Ensures all staff personnel maintain high standards of conduct and appearance.
- j. Maintains close liaison with the Executive Officer of Cadet Field Training.
- k. Serves as the Regimental Physical Training Officer.
- l. Serves as facility manager of the Cadre Club and directs the Activities Officer on its use.
- m. Delegates and monitors the Regimental Safety Officer.
- n. Coordinates all VIP/Protocol activities for Cadet Field Training with Cadet Summer Training S3.

5. Regimental Adjutant (S1). The Regimental Adjutant has primary staff responsibility for personnel and administrative matters pertaining to the regiment. Serves as the principal advisor on administrative procedures and regulations. He or she coordinates the assignment of guards, ushers, duty officers, and other recurring duties. Supervised by the Regimental Executive Officer.

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Specific duties include:

- a.** Maintains proper and timely accountability of the Cadet Field Training Regiment.
 - b.** Maintains high standards of performance, conduct and appearance in the guardhouse and among the various other Camp Buckner guards. Prepares and publishes all guard assignments, to include the Regimental Duty Officer, Cadet Officer-in-Charge, Cadet Officer-of-the-Day, Sergeant-of-the-Guard, Cadre Club Guard, Third Class Club Guard, Lifeguard, Barth Hall guard, Fireguard and Duty Driver.
 - c.** Prepares and publishes correspondence and reports, to include letters of instruction and disposition forms, for the Regimental Commander and Executive Officer.
 - d.** Oversees the operation of the Camp Buckner mailroom.
 - e.** Organizes, coordinates, and supervises the registration and parking of all First Class POV's.
 - f.** Performs other duties as determined by the Regimental Commander and Regimental Executive Officer.
 - g.** Plans, coordinates, and supervises the Cadet Field Training Awards and Promotion Ceremony.
- 6. Regimental Assistant S1.** Performs administrative and personnel functions as directed by the Regimental Adjutant.
- 7. Regimental Operations Officer (S3).** The Regimental Operations Officer is responsible for the planning and coordination of all training for the Cadet Field Training Regiment.

Specific duties include:

- a.** Maintains and briefs when required the current operations situation at all times.
- b.** Prepares, coordinates, authenticates, and publishes all OPORDS and OPLANS, as required; and reviews all similar products prepared by subordinate units.
- c.** Recommends priorities for allocating critical resources of the command, including time, personnel, equipment, supplies, terrain, ammunition, and training aids.
- d.** Recommends task organization and assigning missions to subordinate elements of the command.
- e.** Compiles and coordinates weekly training schedules for the eight Cadet Field Training companies.
- f.** Conducts weekly training meetings to finalize coordination for near-term training (1-2 weeks out) and reviews short-term training (3-4 weeks out).
- g.** Coordinates and schedules all training resources to include transportation, terrain, medical support, ammunition, water, and messing to support all Cadet Field Training.
- h.** Supervises the tracking of all training records, to include graduation requirements and pre-commissioning Military Qualification Standards for the Regiment.
- i.** Assists the companies with resources for all company-level training and TAC Time training, to include lecture facilities and terrain, as required.
- j.** Provides all training locations with daily weather reports and wet-bulb readings.
- k.** Maintains radio communication with the Cadet Summer Training HQ and Range Control, as well as operates the Cadet Field Training command FM radio.

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l. Plans, coordinates and directs the movement of all personnel and their equipment to Camp Buckner during Graduation Week for Mini-Buckner and Summer Training.

m. Plans, coordinates and directs the integration of 2nd Detail personnel for the leader training program, without degrading the training of the Cadet Field Training Regiment.

n. Plans, coordinates and directs the redeployment of all personnel and equipment from Camp Buckner to West Point at the conclusion of Summer Training.

o. Operates the Cadet Field Training TOC.

p. Keeps the Cadet Field Training Regimental Commander informed of all training issues and training status.

8. Regimental Assistant S3 (Operations). Responsible to assist the Regimental Operations Officer as directed.

Specific duties include:

a. Maintains the current situation of the Cadet Field Training Regiment, and be prepared to present operations briefings daily.

b. Assists in the preparation, coordination, and publication of required OPORDS and OPLANS.

c. Coordinates and schedules training resources as required, to include transportation, terrain, medical support, ammunition, and training aids.

d. Collects and reports current weather and wet bulb readings for all subordinate units. Ensures weather status is constantly updated in Tactical Operations Center.

e. Maintains radio communications with the Cadet summer training HQ and Range Control, as well as acting as the Net Control Station for Cadet Field Training Command net.

f. Supervises and tracks movement of all elements of the Cadet Field Training Regiment.

g. Operates the Cadet Field Training Tactical Operations Center (TOC).

h. Tracks and issues all Regimental taskings.

9. Regimental Assistant S3 (Plans). Responsible to assist the Regimental Operation Officer as directed.

Specific duties include:

a. Assists in compiling and coordinating all training schedules for the eight Cadet Field Training Companies.

b. Assists in the execution of weekly training meetings to finalize coordination for near term training (1-2 weeks out) and review short-term training (3-4 weeks out).

c. Executes the tracking of all training records to include the Cadet Field Training Master Qualification record which tracks performance by Cadets on all graduation pre-requisites and required pre-commissioning MQS I tasks.

d. Assists in maintaining records of all RECONDO tasks and the awarded points.

e. Occasionally serves as the Regimental Safety Officer under the direction of the S3 and/or Executive Officer.

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10. Battle Captain (x2). The Battle Captain is responsible for the tracking and immediate support of all Cadet companies in regards to current operations. Assists the BN S3 and White Cell OIC in their duties.

Specific duties include:

- a. Mans the White Cell operations center. Maintains and briefs the current operations situation when required.
- b. Assists in publishing operations orders
- c. Ensures final coordination and link-up for all training resources to include transportation, terrain, medical support, ammunition, water, and messing to support all of CLDT.
- d. Mans the wet-bulb and monitors weather conditions for the S3.
- e. Maintains radio communication with the Cadet Summer Training HQ and Range Control, as well as operates the CLDT command FM radio.
- f. Supports the daily Battle Update Brief.

11. Assistant Battle Captain. Performs battle captain functions as directed by the Battle Captain.

12. Regimental S4. The Supply Officer coordinates all logistical matters for the Cadet Field Training Regiment, to include supply, services, billeting and mess. More specifically, these duties can be divided into three categories:

a. Supply and Services:

1) Coordinates with S-3, Camp Buckner and the companies to schedule equipment issue and turn-in. Publishes schedule to accomplish this.

- 2) Coordinates laundry services. Ensures adherence to the schedule.
- 3) Receives requests for barracks repair and initiate work orders to the Camp Buckner Engineer.
- 4) Issues expendable supplies as requested, through augmentation soldiers provided to the S-4 operation.
- 5) Coordinates to have water resupply at training sites.
- 6) Coordinates to have portable latrines at training sites serviced IAW contractual agreements.
- 7) Supervises transfer of water trailers from one committee to another as committees close.

b. Mess Operations:

1) Coordinates and schedules meals and tables for all companies, committees and support personnel at Camp Buckner dining facilities.

- 2) Coordinates rations for company social functions (includes cancellation of tables).
- 3) Coordinates field rations with Cadet companies and Camp Buckner S-3.
- 4) Coordinates field ration cycle with committees for committee personnel.

c. Transportation:

- 1) Schedules transportation in support of training, mess and committee operations.

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- 2) Coordinates with S-3 to ensure that movements appear on company training schedule.
- 3) Ensures that transportation is scheduled for all requested field meals.
- 4) Ensures that transportation unit dispatcher has a complete and accurate transportation schedule.
- 5) Inspects transportation units for uniformity, safety and timeliness.
- 6) Coordinates Graduation Week drivers training and convoys.
- 7) Monitors and reports maintenance status (DA 2406) of non-tactical fleet to Regimental Executive Officer.

13. Regimental Assistant S4. Performs duties in the area of supply management, mess operations, and transportation as directed by the Regimental Supply Officer.

14. Regimental Cadet Activities Officer (CAO). Special staff officer responsible for coordinating and conducting the social and recreational activities for the Cadet regiment. The CAO reports to the Regimental Executive Officer.

Specific duties include:

- a. Coordinates and supervises the operation and safety conditions in Barth Hall, the Third Class Club, the swimming area and beach and the sailing/canoeing operation.
- b. Coordinates and schedules (in conjunction with S-3) company social functions at Camp Buckner facilities.
- c. Schedules entertainment for those weekends available to the Third Class to utilize Barth Hall.

15. Regimental Athletic Officer. The Regimental Athletic Officer has primary staff responsibility for the organization and conduct of the physical training program. Supervised by the Regimental Executive Officer.

Specific duties include:

- a. Through the Regimental Executive Officer, keeps Regimental Commander informed on the physical program and Department of Physical Education (DPE) activities.
- b. Organizes, administers, and conducts the regimental physical training program within the limitations of the Department of Physical Education (DPE), and directives of the Regimental Commander.
- c. Responsible for the care, maintenance and operation of ODIA and DPE weight-rooms, facilities, and annexes while at Camp Buckner.

16. Regimental Signal Officer (S6). The Regimental Signal Officer has primary staff responsibility for communication and technology matters pertaining to the regiment. Serves as the principal advisor on communication procedures and regulations. He or she coordinates the assignment of frequencies, setup of communication equipment and is supervised by the Regimental Executive Officer.

Specific duties include:

- a. Maintains the readiness of communications equipment for the Cadet Field Training Regiment.
- b. Serves as a liaison between the USMA S6 and the Cadet Field Training Regiment.
- c. Draws necessary electronic support equipment from DOIM, such as projectors, cameras etc.

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- d. Ensures that proper training is available on the use of communications equipment.
- e. Performs other duties as determined by the Regimental Commander and Regimental Executive officer.

17. Regimental Assistant S6. Performs duties in the area of S6 as directed by the Regimental S6 Officer.

18. Regimental Assessment Officer. Under the supervision of the CST Assessment Committee Chief, plans, resources, and executes various assessments during Cadet Field Training in order to validate and provide feedback on the effectiveness of training.

Specific duties include:

- a. Securing, transporting, and setting up various equipment used for assessment.
- b. Communicate with the CFT chain of command on all topics related to assessments.
- c. Observe specific Cadet training events and provide detailed feedback to the CST Assessment Committee.

19. Regimental Assistant Assessment Officer. Under the supervision of the Regimental Assessment officer, plans, resources, and executes various assessments during Cadet Field Training in order to validate and provide feedback on the effectiveness of training.

20. Regimental Marksmanship Instructor. Serves as an Assistant Instructor for the Marksmanship Committee at the United States Military Academy with a summer load of over 1500 Cadets.

Specific duties include:

- a. Coordinates and synchronizes logistical and administrative support among numerous support agencies to facilitate Cadet training.
- b. Acts as a mentor and establishes standards of live fire conduct and accountability to Cadets of all levels.
- c. Supervises and refines basic rifle marksmanship and advance rifle marksmanship.

21. Regimental Assistant Marksmanship Instructor. Under the supervision of the Marksmanship Instructor serves as an Assistant Instructor for the Marksmanship Committee at the United States Military Academy.

Specific duties include:

- a. Coordinates and synchronizes logistical and administrative support among numerous support agencies to facilitate Cadet training.
- b. Acts as a mentor and establishes standards of live fire conduct and accountability to Cadets of all levels.
- c. Supervises and refines basic rifle marksmanship and advance rifle marksmanship

22. Company Commander. The Company Commander is responsible for everything that the company does or fails to do. The Commander is accountable to both the Company Tactical Officer and the Cadet Regimental Commander for the accomplishment of the mission, safety and well being of the Cadets in the company.

Specific duties include:

- a. Keeps the Company Tactical Officer and Regimental Commander informed.
- b. Establishes policies and procedures to ensure the good order and smooth functioning of the company.

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- c.** Leads the company by setting and enforcing high standards of personal and professional performance for all Cadets.
- d.** Leads the company in training and conducts weekly training meetings.
- e.** Counsels Cadets as required.
- f.** Recommends disposition on disciplinary or other administrative actions.
- g.** Inspects barracks, personal appearance of Cadets and conduct on and off-duty to ensure that standards are met.
- h.** Facilitates communication up and down the Chain of Command.
- i.** Escorts all VIPs and regimental staff around company areas when applicable.

23. First Sergeant. Senior Cadet Noncommissioned Officer assigned to the company. Responsible to the Company Commander, executes established policies and standards pertaining to the performance, training, appearance, and conduct of the company.

Specific duties include:

- a.** Establishes and maintains liaison with the Regimental Command Sergeant Major and Company Tactical Noncommissioned Officer. Establishes and maintains communication with the Cadet Noncommissioned Officers and privates through the noncommissioned officer channel.
- b.** Actively supervises the noncommissioned officers in the performance of their duties. This includes assignment of tasks, providing guidance on task accomplishment, supervising task accomplishment, and providing performance feedback.
- c.** Supervises the Cadet-in-charge of quarters (CCQ) in the performance of duties. Enforces the SOP for the conduct of CCQ duties IAW 1404.7, Cadet-in-Charge of Quarters (CCQ), USCC SOP. Briefs all Cadet corporals (Third Class) on the policies and procedures involving CCQ duties. Provides an in-brief and out-brief to all CCQs on their duty requirements and provides special instructions as required.
- d.** Provides accurate, daily personnel status reports to the Company Commander, Tactical Officer, and higher headquarters.
- e.** With assistance of Platoon Sergeants, monitors company duties.
- f.** Conducts routine company administration and everyday operations, supervises the company orderly room, and maintains departure book.
- g.** Maintains current copies of the USCC SOP; daily bulletins; and policy memoranda. Post all changes promptly and properly.
- h.** Supervises the conduct of punishment tours. The First Sergeant will monitor accuracy of tour chapters before and after tour periods. Changes to the tour chapters can be made by the First Sergeant with the Tactical Officer's permission.
- i.** Conducts formations; these duties are outlined in the drill and ceremony manual.
- j.** In conjunction with the company Executive Officer, establishes and maintains suspense files. Ensures that all suspenses are met.

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k. Assists in the dissemination of information, approved policy, and details necessary for the daily operation and maintenance of the company.

l. Advises and initiates recommendations to the Company Commander in matters concerning Cadet Noncommissioned Officers and privates.

m. Through periodic inspections, monitors the police of the company area.

24. Company Executive Officer. The Executive Officer is the Commander's primary assistant and assumes command in the Commander's absence. His/her role is to supervise the Company's Support/Logistical activities.

Specific duties include:

a. Ensures that physical security is maintained, particularly of the Arms Room.

b. Coordinates mess and transportation support in conjunction with the unit's training mission. Attends all unit training meetings to assess unit requirements.

c. Ensures that sufficient supplies are on hand for barracks maintenance and conduct of CCQ duties.

d. Conducts weekly billet maintenance meetings with Platoon Leaders and Supply Officers.

e. Ensures that company vehicles are properly dispatched and that preventive maintenance is performed.

f. Coordinates with 1st Sergeant to ensure that suspenses are met.

g. Maintains liaison with Regimental Executive Officer.

h. Serves as Company Physical Training Officer, in coordination with DPE monitor.

i. Serves as Company Safety Officer.

25. Company Supply Sergeant. The Company Supply Sergeant is the principal assistant to the Company Commander for logistical matters within the company. Under the supervision of the Company Executive Officer and First Sergeant, coordinates all logistical matters which affect the company to include: mess hall related matters/actions, supply, services, maintenance, and transportation. Works with the Cadet Field Training Cadet S4 and staff to solve all logistical issues.

Specific duties include:

a. Establishes and maintains liaison with the Cadet Field Training Cadet S4 and Staff.

b. Serves as the company expert on logistics and company requirements.

c. Requests, draws, and issues required supplies from the Cadet Field Training Cadet S4, Supply.

d. Works with the Cadet Field Training S4 to ensure the company has the correct amount of allotted tables in the Okinama Mess Hall. Executes a mess plan IAW established SOPs for field feeding. Assist KPs with meals served in the field from the Mess Hall.

e. Coordinates, publicizes, and monitors all issues/turn-ins for the company to include, but not limited to:

1) MILES equipment.

2) MREs.

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3) Required supplies and TA-50 items.

4) Weapons and cleaning supplies.

f. Conducts 100% daily accountability of weapons and sensitive items anytime the arms room is open. This count must be conducted once when opened and once before closing. Reports all discrepancies immediately to the Company Tactical Officer and Regimental Commander.

g. Conducts a 100% serial number check weekly, with an active duty Staff Sergeant or above, of all weapons and sensitive items stored in the arms room. Report any discrepancies immediately to the Company Tactical Officer.

h. Works with Cadet Field Training Cadet S4, Transportation on any transportation requirements or issues.

i. Supervises laundry and dry cleaning procedures. Publishes the turn-in/issue laundry/dry-cleaning schedule to the company. Reports any discrepancies immediately to the Company Tactical Officer.

j. Delivers any unidentifiable clothing items to the Cadet Field Training Cadet S4, Supply Officer.

k. Works with the Company Tactical Noncommissioned Officer in reporting all barracks damage or items which require work.

l. Works with the Cadet Field Training Cadet S4, Transportation Officer to register all Cadet POVs during Cadet Field Training.

m. Ensures all items are signed for and hand receipted IAW with current Supply Update. Any questions on proper procedure should be voiced to either the Company Tactical Officer or Cadet Field Training S4, Supply Sergeant.

n. Monitors the maintenance, fueling, daily PMCS, and cleanliness of the vehicles assigned to the company. Ensures each vehicle possesses a serviceable fire extinguisher and chalk block. Ensures that drivers place chock block under the rear driver's side vehicle tire when the vehicle is not in use.

o. Performs any other duties assigned by the Company Commander, Executive Officer, and First Sergeant.

26. Company Training Sergeant. Under the supervision of the Company Training Officer, assists in coordinating all matters pertaining to operations and training.

Specific duties include:

a. Learns the duties of the Company Training Officer. Assumes responsibility for these duties during the absence of the Training Officer.

b. Ensures the company training schedule and board is up to date and that the Chain of Command is aware of upcoming events, also responsible for ensuring that changes are posted to the training schedule and that the changes are disseminated in a timely manner.

c. Performs other duties as determined by the Company Training Officer or Platoon Sergeant.

27. HQ Section Leader. In command of the section and the senior Cadet Noncommissioned Officer in the formation. Responsible to the Company Commander and First Sergeant and oversees the administrative and logistical support of the section.

Specific duties include:

a. Clearly explains expectations of subordinate leaders.

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- b.** Seeks guidance from the Chain of Command as necessary.
- c.** Keeps subordinates informed.
- d.** Plans and conducts day-to-day details.
- e.** Supervises daily events as required by training schedules.
- f.** Supervises the movement of troops.
- g.** Lets every soldier know the schedule of activities well in advance.
- h.** Inspects soldiers' equipment for serviceability and accountability.
- i.** Ensures weapons and equipment are properly secured and stored.
- j.** Checks appearance and condition of troop billets.
- k.** Keeps an accountability of each soldier and his/her whereabouts and provides accurate personnel status reports.
- l.** Monitors why subordinates are going on sick call or other appointments.
- m.** Monitors the readiness status of the section.
- n.** Emphasizes safety at all times, looks for and corrects unsafe acts.

28. Platoon Leader. Under direction of the Company Commander, leads the platoon in the accomplishment of all missions. Responsible for the readiness, safety, administration, discipline, morale and welfare of the platoon.

Specific duties include:

- a.** Ensures that platoon members are informed of anticipated training, operations and requirements. Establishes an effective two-way flow of communication within the platoon.
- b.** Maintains high standards of personal appearance, morale and professional conduct.
- c.** Maintains a high standard of barracks police. Holds Squad Leaders accountable for their areas of responsibility through daily inspection. Directly responsible for barracks maintenance.
- d.** Inspects uniforms and equipment for completeness, serviceability, and that personal and government equipment are properly secured.
- e.** Counsels personnel as required, in areas mentioned above where shortcomings are noted, and in areas such as conduct, physical fitness and leader skills.
- f.** Reviews requests for leave or pass and explanations of reports of disciplinary action prior to forwarding (with recommendation) to the Company Commander.
- g.** Leads the platoon through all training and PT, setting a positive example.
- h.** Keeps the Commander informed of all issues affecting the platoon.

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i. Ensures training results for all 3rd Class Cadets are intensively managed (i.e., MOS results, PT results, and leadership evaluations).

29. Platoon Sergeant. Second in command of the platoon and the senior Cadet Noncommissioned Officer in the platoon. Responsible to the Platoon Leader and oversees the administrative and logistical support for the platoon.

Specific duties include:

- a. Clearly explains expectations of subordinate squad and Team Leaders.
- b. Seeks guidance from the Chain of Command as necessary.
- c. Trains subordinates in the proper wear and care of their uniforms and equipment.
- d. Supervises the Squad Leaders and Team Leaders within the platoon.
- e. Keeps subordinates informed.
- f. Plans and conducts day-to-day details.
- g. Conducts team and squad training.
- h. Supervises daily events as required by training schedules.
- i. Supervises the movement of troops.
- j. Lets every soldier know the schedule of activities well in advance.
- k. Inspects soldiers' equipment for serviceability and accountability.
- l. Ensures weapons and equipment are properly secured and stored.
- m. Checks appearance and condition of troop billets.
- n. Keeps an accountability of each soldier and his/her whereabouts and provides accurate personnel status reports.
- o. Monitors why subordinates are going on sick call or other appointments.
- p. Monitors the readiness status of the platoon.
- q. Emphasizes safety at all times, looks for and corrects unsafe acts.

30. Squad Leader. Under the supervision of the Platoon Sergeant and in accordance with directives issued by the Platoon Leader, supervises the squad. The Squad Leader is responsible to the Platoon Leader for the discipline, internal administration, supply, maintenance, training, morale, and general efficiency of the squad.

Specific duties include:

- a. Teaches the squad about accountability, readiness and serviceability of arms, and serviceability of clothing and other assigned equipment. Trains the squad on selected military skills.
- b. Clearly explains what is expected from each subordinate in the squad.
- c. Provides advice to the Chain of Command when necessary.

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- d.** Inspects subordinate's equipment often and holds subordinates responsible for damages and losses.
- e.** Checks the Team Leaders and team members to see if they are maintaining their equipment.
- f.** Supervises daily events as required by training schedule.
- g.** Supervises the movement of the squad.
- h.** Lets Team Leaders and team members know the schedule of activities well in advance. Coaches Team Leaders on actions to be taken to prepare for training.
- i.** Ensures weapons and equipment are properly secured and stored. Conducts serial number checks on weapons after every movement in the field.
- j.** Assigns responsibility for common-use areas, i.e., stairwells, halls, outside police area, etc.
- k.** Keeps the Platoon Leader and Platoon Sergeant informed.
- l.** Maintains established standards of personal and barracks appearance.
- m.** Makes sure that the squad is always on time for training and movement.
- n.** Counsels subordinates and maintain counseling records. Discusses personal/professional problems with subordinates and provides guidance or refers such situations to Platoon Sergeant or Platoon Leader.
- o.** Maintains the training results on all Squad Members for each event.
- p.** Inspects to ensure personnel appearance is satisfactory at all times.
- q.** Responsible for being thoroughly knowledgeable of regulations, directives, standard operating procedures and unit policies.
- r.** Emphasizes safety in all that Squad Members do.

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CHAPTER 09- Duties of the Cadet Leader Development Training (CLDT) Staff

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1. **General.** The Cadet Leader Development Training organization is displayed in *CHAPTER 19, Appendix 3*. The duty requirements for each summer detail position are outlined below. These are the expected requirements, which should be coupled with any higher command or officer-counterpart guidance.
2. **Battalion Commander.** Under the supervision of the Officer in Charge, commands the battalion and is responsible to them for the overall performance of the battalion. The Battalion Commander is responsible for the good order, discipline, internal administration, supply, maintenance, training, morale, and general efficiency of the battalion. The Battalion Commander exercises this responsibility through Company Commanders and other members of the Cadet Chain of Command and staff members to include Cadet Noncommissioned Officers.

Specific duties include:

- a. Establishes and maintains liaison with officer counterpart and company commanders. Performs other duties as assigned.
- b. Ensures information is disseminated to each subordinate unit.
- c. Establishes specific goals and objectives for the summer detail to give direction to the regiment. Provides resources necessary to meet the established goals and objectives.
- d. Inspects as required to determine the state of appearance, discipline, morale, maintenance, training, and administrative and logistical support of the battalion. Provides feedback to the Chain of Command as required.
- e. Provides guidance for the supervision and coordination of the battalion staff. Monitors staff performance through the Battalion Executive Officer.
- f. Monitors execution of the West Point Leader Development System to ensure compliance within the battalion.
- g. Conducts formations and ceremonies as required. Monitors the personnel accountability status of subordinate units.
- h. With the approval of the Camp Commander, publishes regimental policies.
- i. Provides feedback to the Cadet Chain of Command to enhance performance

3. Battalion Executive Officer. Second in command of the regiment. Assumes command of the unit in the absence of the Commander. Responsible to the Commander for the execution of staff tasks and the coordinated efforts of the staff members to ensure that they perform as an entity and not as separate staff sections. The Executive Officer directs, coordinates, and supervises all staff actions and ensures they meet the Commander's guidance. Is supervised by the Battalion Commander. Supervises the battalion staff.

Specific duties include:

- a. Establishes and maintains liaison with the Battalion Tactical Officer, individual companies.
- b. Maintains liaison and conduct staffs' coordination with the Company Executive Officers. Provides assistance as required.
- c. Formulates policy for the operations of the staff and coordinate and supervise the activities of the staff in support of the Battalion Commander's guidance and decisions.
- d. Keeps the Battalion Commander informed of staff activities and the requirements placed on the battalion by outside agencies and higher headquarters.

CHAPTER 09- Duties of the Cadet Leader Development Training (CLDT) Staff

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- e. Responsible to the Battalion Commander for the good order, discipline, billeting, internal administration, supply, training, morale, and general efficiency of the battalion staff.
- f. Supervises preparation of operation orders to be issued by the Battalion Commander.
- g. Serves as the battalion point of contact for extracurricular activities and monitor unit compliance with USCC Regulation 28-1. Provides assistance to subordinate units as required.
- h. ICW the CST HQ and Officer Executive Officer, coordinates VIP visits and escorts.

3. Battalion Command Sergeant Major. The Command Sergeant Major is the senior Cadet Non-Commissioned Officer at Cadet Leadership Development Training. Primary responsibility is to ensure the proper execution of duties by Cadet First Sergeants, as the representative of the Battalion Commander.

Specific duties include:

- a. Establishes and maintains a liaison with the Camp Sergeant Major.
- b. Maintains a high standard of police throughout Camp Buckner billeting areas.
- c. Maintains a high standard of personal appearance for all Cadets at Camp Buckner.
- d. Ensures proper execution of barracks force protection and turnover to other units.
- e. Ensures proper execution of the awards ceremony.
- f. Ensure colors are raised and lowered daily.
- g. Assists Cadet in Charge by observing training and keeping him/her informed of issues raised through NCO channels.
- h. Serves as facility manager of the Cadre Club, Barth Hall, Laundry Room, and trailers/bays.
- i. Supervise all administrative requirements for CLDT

4. Battalion S-3. The Battalion Operations Officer is responsible for the planning and coordination of all training for the Cadet Leader Development Training Battalion.

Specific duties include:

- a. Maintains and briefs the current operations situation when required.
- b. Prepares, coordinates, authenticates, and publishes all OPORDS and OPLANS, as required; and reviews all similar products prepared by subordinate units.
- c. Recommends priorities for allocating critical resources of the command, including time, personnel, equipment, supplies, terrain, ammunition, and training aids.
- d. Recommends task organization and assigning missions to subordinate elements of the command.
- e. Compiles and coordinates weekly training schedules for the Cadet Leadership Development Training companies.
- f. Conducts weekly training meetings to finalize coordination for near-term training (1-2 weeks out) and reviews short-term training (3-4 weeks out).

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- g.** Coordinates and schedules all training resources to include transportation, terrain, medical support, ammunition, water, and messing to support all CLDT Cadet training.
 - h.** Assists the companies with resources for all company-level training and TAC Time training, to include lecture facilities and terrain, as required.
 - i.** Provides all training locations with daily weather reports and wet-bulb readings.
 - j.** Maintains radio communication with the Cadet Summer Training HQ and Range Control, as well as operates the CLDT command FM radio.
 - k.** Plans, coordinates and directs the movement of all personnel and their equipment to Camp Buckner for Summer Training.
 - l.** Plans, coordinates and directs the redeployment of all personnel and equipment from Camp Buckner to West Point at the conclusion of CLDT.
 - m.** Operates the CLDT TOC. Coordinates day and night shifts.
 - n.** Keeps the CLDT Battalion Commander informed of all training issues and training status.
 - o.** Coordinates daily Battle Update Brief with Staff and Company Commanders.
- 5. Battle Captain (x2).** The Battle Captain is responsible for the tracking and immediate support of all Cadet companies in regards to current operations. Assists the BN S3 and White Cell OIC in their duties.

Specific duties include:

- a.** Mans the White Cell operations center. Maintains and briefs the current operations situation when required.
 - b.** Assists in publishing operations orders
 - c.** Ensures final coordination and link-up for all training resources to include transportation, terrain, medical support, ammunition, water, and messing to support all of CLDT.
 - d.** Mans the wet-bulb and monitors weather conditions for the S3.
 - e.** Maintains radio communication with the Cadet Summer Training HQ and Range Control, as well as operates the CLDT command FM radio.
 - f.** Supports the daily Battle Update Brief.
- 6. Battalion S-4.** The Supply Officer coordinates all logistical matters for the Cadet Leader Development Training Battalion, to include supply, services, billeting and mess. More specifically, these duties can be divided into three categories:
- a. Supply and Services:**
 - 1) Coordinates with S-3, Camp Buckner and the companies to schedule equipment issue and turn-in. Publishes schedule to accomplish this.
 - 2) Coordinates laundry services. Ensures adherence to the schedule.
 - 3) Receives requests for barracks repair and initiates work orders to the Camp Buckner Engineer.

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- 4) Issues expendable supplies as requested, through augmentation soldiers provided to the S-4 operation.
- 5) Coordinates and supervises weapons repair, issue, and turn-in. Authorizes and signs in/out arms room keys.
- 6) Maintains all items in the S-4 Shop, keeping all necessary items stocked and inventoried.
- 7) Controls and keeps records of all hand receipts on nonperishable supplies issued.

b. Mess Operations:

- 1) Coordinates and schedules meals and tables for all companies, committees and support personnel at Camp Buckner dining facilities.
- 2) Coordinates field rations with site Battalion Commander, Cadet Companies, and the Battalion S-3.
- 3) Coordinates field ration cycle with committees for committee personnel when appropriate.

c. Transportation:

- 1) Schedules transportation in support of training, mess and committee operations.
- 2) Coordinates with S-3 to ensure that movements appear on company training schedule.
- 3) Ensures that transportation is scheduled for all requested field meals.
- 4) Ensures that transportation unit dispatcher has a complete and accurate transportation schedule.
- 5) Inspects transportation units for uniformity, safety and timeliness.
- 6) Coordinates Graduation Week drivers training and convoys.
- 7) Monitors and reports maintenance status (DA 2406) of non-tactical fleet to Battalion Executive Officer.

7. Battalion S1. Performs duties in the area of personnel management, accountability, and administrative tasks.

- a. Establishes liaison with the Officer Executive Officer during planning.
- b. Provides the Officer in Charge and S3 accurate personnel numbers for planning and execution.
- c. During the execution of training, provides daily PERSTAT updates IAW CST HQ requirements.
- d. With the Officer Executive Officer, acts as the primary staff member responsible for the execution, tracking, and reporting of medical support operations, to include MEDEVAC.
- e. Acts as the primary escort officer.
- f. Acts as the Battalion CMO/PAO, responsible for coordination with external media agencies and the collection of media throughout execution. Upon completion of training, publishes CLDT article in West Point media.

8. Company Commander. Under the guidance of the Trainer Team Chief and Battalion Commander, commands the Cadet company. The Company Commander is responsible for accountability of personnel and equipment, the good order and discipline, internal administration, supply, and maintenance of the company. The Company

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Commander sets the example and is a role model for the company in terms of professional Army ethics and the standards of conduct expected of a Cadet.

Specific duties include:

- a. Keeps the Trainer Team Chief and Battalion Commander informed of all activities within the unit.
 - b. Establishes and enforces policies and standard operation procedures, as required, to ensure the smooth and orderly functioning of the company. Sets standards and monitors compliance; ensures standards are known, understood, and enforced.
 - c. Actively supervises the performance of the company through frequent inspections of personnel, barracks, common areas, clothing and equipment, and reports to include enforcement of taps inspections when not training.
 - d. Ensures that all directed policies are carried out in the company and that all suspense's are met.
 - e. Responsible for the consistent operation of the West Point Leader Development System (WPLDS) within the company as specified in the WPLDS handbook.
 - f. Establishes and maintains effective two-way communication within the company between Cadets and the Trainer Team Chief. Serves as the link between the Trainer Team Cadre and the company for resolving questions, issues, policies, special passes, etc.
 - g. Initiates policy changes consistent with good order and discipline by submitting recommendations to Trainer Team Chief and Battalion Commander.
 - h. Monitors and counsels First Sergeant on his/her performance of duties.
 - i. Monitors current honor issues and the honor climate and ensure the company is informed on honor matters.
 - j. Makes recommendations to the Trainer Team Chief concerning disposition of disciplinary and other administrative matters. Ensures appropriate Chain of Command presence at boards.
 - k. Commands the unit at formations, ceremonies, and other official functions. Ensures that accountability reports are accurate and timely.
 - l. Approves Chain of Command discretionary passes (Company Commander's).
 - m. Monitors the command climate of the unit and establish and maintain an environment in which all Cadets are treated with dignity and respect
- 9. Company First Sergeant.** Senior Cadet Noncommissioned Officer assigned to the company. Responsible to the Company Commander and all administrative requirements, accountability, equipment maintenance, and barrack security and quality of life.. Executes established policies and standards pertaining to the performance, training, appearance, and conduct of the company.

Specific duties include:

- a. Establishes and maintains liaison with the Command Sergeant Major and Trainer Team Chief.
- b. Supervises CLDT Cadets performing administrative duties. Establishes company fire guards, security watch, and/or safety personnel when company is not training. In briefs and out briefs all duty personnel on their responsibilities and provides special instructions as required.

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- c. Provides accurate, daily personnel status reports to the Company Commander, Trainer Team Chief, and Battalion Commander as required.
- d. Monitors company duties.
- e. Supervises the operation of the company orderly room, to include:
 - 1) Prepares status reports in accordance with established policies.
 - 2) Polices and organization of bulletin boards.
 - 3) Maintains departure book; inspect each day for accuracy and completeness of entries. Reports discrepancies to Company Commander and Tactical Officer.
 - 4) Routes sick slips. Ensures Cadets turn pink copy of Cadet excuse forms to Tactical Officer. Checks that departure and return times correspond with entries in the company departure book.
- f. Ensures proper use of message center envelopes. The First Sergeant receives these envelopes from platoons and forwards the distribution through the mail carriers.
- g. Maintains current copies of the USCC SOP; daily bulletins; and policy memoranda. Posts all changes promptly and properly.
- h. Conducts formations as required.
- i. Establishes and maintains suspense files. Ensures that all suspenses are met.
- j. Assists in the dissemination of information, approved policy, and details necessary for the daily operation and maintenance of the company.
- k. Monitors the police of the company area through periodic inspections.
- l. Coordinates and monitors the unit security program. Writes or updates as necessary the physical security and crime prevention standard operating procedures.
 - 1) Learns physical security and crime prevention matters contained in Army regulations and USMA and USCC policy memoranda.
 - 2) Conducts routine physical security inspections and advises unit Battalion Commander of results. Recommends changes to unit procedures.

10. Company Supply NCO. The Supply NCO assists the CO HQ in coordinating all logistical matters for the company, to include supply, services, billeting and mess. The primary responsibility of the Supply NCO is to allow the CO to maintain accountability of weapons, equipment, supplies and vehicles throughout the entire field problem.

Specific Duties Include:

- 1) Coordinates with Trainer Team and White Cell to schedule equipment issue and turn-in.
- 2) Issues expendable supplies as requested.
- 3) Coordinates and supervises weapons repair, issue, and turn-in.
- 4) Maintains the Co supply room, keeping all necessary items stocked and inventoried.

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- 5) Controls and keeps records of all hand receipts on nonperishable supplies issued.
 - b. Additionally, assists the CO/ISG as needed in supporting the company in regards to all classes of supply and transportation.
 - c. Third most senior member of the CO HQ. Able to give direction in the absence of the CO and/or ISG.
 - d. Manages the company support detail of 2-4 personnel rotated from the platoons. Conducts LOGPACs and rear support operations as needed to keep the company functioning for long periods of time deployed from the base.
- 11. Support Platoon Leader.** Under direction of the S4, responsible for the readiness, safety, administration, discipline, morale and welfare of the support section.

Specific duties include:

- a. Maintains accountability and ensures information is disseminated to support platoon when at Camp Buckner
 - b. Ensures that support platoon is informed of anticipated training, operations and requirements. Maintains high standards of personal appearance, morale and professional conduct.
 - c. Assists the S4 in accountability of all Camp Buckner supplies. Assists in planning support operations for all of CLDT.
 - d. Assists in tracking daily support operations as the S4 liaison to the White Cell.
 - e. Conducts daily administrative LOGPAC operations in support of 3 training committees and 6 separate training sites. Responsible for planning at least 2 LOGPACs that will be incorporated into the training scenario and drive platoon level training objectives.
 - f. Counsels personnel as required, in areas mentioned above where shortcomings are noted, and in areas such as conduct, physical fitness and leader skills.
 - g. As required, acts as a special projects officer for the Battalion XO. Duties could include VIP escort missions of high ranking visitors or external media and/or an alternate Battle CPT in the White Cell.
- 12. Support Platoon Sergeant.** Second in command of the support platoon and the senior Cadet Noncommissioned Officer in the platoon. Responsible to the Platoon Leader and oversees the administrative and logistical support for the section.

Specific duties include:

- a. Assists maintaining accountability and disseminating information to committee support sections when at Camp Buckner
 - b. Acts as the Platoon leader in his absence (see Support Platoon Leader duties.)
- 13. Transportation Platoon Leader.** Under direction of the S4, responsible for the readiness, safety, administration, discipline, morale and welfare of the transportation platoon.

Specific duties include:

- a. Maintains accountability and ensures information is disseminated to transportation section when at Camp Buckner
- b. Ensures that support platoon is informed of anticipated training, operations and requirements. Maintains high standards of personal appearance, morale and professional conduct.

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- c. Assists the S4 in accountability of all Camp Buckner support vehicles, to include the readiness of TF vehicles. Assists in planning transportation operations for all of CLDT.
- d. Assists in tracking daily transportation operations as the S4 liaison to the White Cell.
- e. Conducts daily administrative movements operations in support of 3 training committees and 6 separate training sites. Responsible for planning at least 2 battalion-level movements that will be incorporated into the training scenario and drive platoon level training objectives.
- f. Counsels personnel as required, in areas mentioned above where shortcomings are noted, and in areas such as conduct, physical fitness and leader skills.
- g. As required, acts as a special projects officer for the Battalion XO. Duties could include VIP escort missions of high ranking visitors or external media and /or an alternate Battle CPT in the White Cell.

14. Transportation Platoon Sergeant. Second in command of the transportation platoon and the senior Cadet Noncommissioned Officer in the platoon. Responsible to the Platoon Leader and oversees the administrative and logistical support for the section.

Specific duties include:

- a. Assists maintaining accountability and disseminating information to committee support sections when at Camp Buckner
- b. Acts as the Platoon leader in his absence (see Transportation Platoon Leader duties.)

15. Committee Lane CIC (x3). In command of the Cadet committee. Responsible for the execution of training on the Defense (DEF), Offense (OFF) or Movement to Contact (MTC) committee. Directly responsible for the NCOIC and Cadet O/Cs.

Specific duties include:

- a. Acts as the Committee Chief in his absence. Responsible for managing a robust committee of Cadets, 2LTs and Officers from the Staff and Faculty.
- b. Responsible for the health, welfare and accountability of all Cadets on the committee.
- c. Establishes liaison with the Committee Chief during planning and preparation and assists with development and setup of the lane.
- d. Ensures that all Cadets on the committee arrive to CLDT fully prepared to execute training, to include conducting PCIs of personnel and equipment and confirming transportation and lodging plans.
- e. Ensures that committee support sections are informed of anticipated training, operations and requirements. Establishes an effective two-way flow of communication within the platoon.
- f. Counsels personnel as required, in areas mentioned above where shortcomings are noted, and in areas such as conduct, physical fitness and leader skills. Conducts initial, mid-detail and final counseling with the NCOIC and Cadet O/Cs.

16. Committee Lane NCO (x3). Second in command of the platoon and the senior Cadet Noncommissioned Officer in the platoon. Responsible to the Platoon Leader and oversees the administrative and logistical support for the committee.

Specific duties include:

- a. Acts as the Committee CIC in his absence. Responsible for supporting the CIC in execution of training for the entire committee.

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- b. Establishes liaison with the Committee Chief during planning and preparation and assists with development and setup of the lane. Assists maintaining accountability and disseminating information to committee support sections when at Camp Buckner
- a. Lets every soldier know the schedule of activities well in advance.
- b. Inspects soldiers' equipment for serviceability and accountability.
- c. Ensures weapons and equipment are properly secured and stored.
- d. Checks appearance and condition of troop billets.
- e. Keeps an accountability of each soldier and his/her whereabouts and provides accurate personnel status reports.
- f. Monitors the readiness status of the committee support sections and assists the OPFOR PSG in the support of his unit.

17. Committee Lane Observer/Controller (x12). The Cadet O/C is responsible for conducting effective training for the CLDT platoon on his/her assigned lane. The Cadet O/C must be able to move around the training area outside of the direct oversight of the Committee CIC and adapt the training scenario based on BLUFOR actions/decisions and Trainer Team requests.

- a. Establishes communications with the Committee CIC and Lane Chief prior to CLDT in order to plan, prepare and rehearse for the training.
- b. Acts as the link between the Trainer Team, Lane Chief and OPFOR. Must be able to track multiple unit locations and make quick decisions to keep the training challenging and responsive.
- c. Keeps the Lane Chief and OPFOR OIC informed of BLUFOR unit locations, actions and required training events.
- d. Assists the Lane Chief with publishing scenario-based combat orders to the Trainer Team or directly to BLUFOR units.
- e. After demonstrating the necessary ability earlier in the field problem, will be made the primary POC for training on the lane, assuming the role as Committee/Lane Chief.
- f. Responsible for assigned Committee equipment including, but not limited to military vehicles, medical supplies, communication equipment and night vision equipment.

18. OPFOR Platoon Leader (x6). Under the guidance of the OPFOR OIC, commands the OPFOR Platoon. Responsible for the accountability and employment of 20-35 personnel, their equipment and several military vehicles. Maintains good order and discipline, internal administration, supply, and maintenance of the platoon over the entire field problem. The Platoon Leader sets the example and is a role model for the OPFOR in terms of professional Army ethics and the standards of conduct expected. He is solely responsible for accomplishing OPFOR missions in support of BLUFOR training.

Specific duties include:

- a. Keeps the OPFOR OIC and Committee Chief updated on platoon readiness.
- b. Establishes and enforces standard operation procedures, to ensure the smooth and orderly functioning of the platoon. Sets standards and monitors compliance; ensures standards are known, understood, and enforced.
- c. Establishes and maintains effective two-way communication within the platoon and between Cadets and the OPFOR OIC. Participates in setup and rehearsals before each iteration, to ensure the best training possible for BLUFOR.

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- d. Monitors and counsel Platoon Sergeant on his/her performance of duties.
- e. Makes recommendations to the OPFOR OIC concerning disposition of disciplinary and other administrative matters.
- f. The OPFOR platoon is not a simple training aid for the BLUFOR. The PL will be responsible for solving complex tactical problems, adapting to BLUFOR actions and decisions. Must be capable of acting independently and making sound decisions.
- g. When not in direct support of BLUFOR scenarios, assists the Committee chief with execution of the entire lane. Additional responsibilities could include setup, policing and tear down.
- h. Directly responsible for an OPFOR Platoon of 20-30 personnel spread over several kilometers of training area.
- i. Monitors the command climate of the unit and establish and maintain an environment in which all Cadets are treated with dignity and respect

19. OPFOR Platoon Sergeant (x6). Senior Cadet Noncommissioned Officer assigned to the OPFOR Platoon. Responsible to the Platoon Leader and all administrative requirements, accountability, equipment maintenance, and barrack security and quality of life. Executes established policies and standards pertaining to the performance, training, appearance, and conduct of the platoon.

Specific duties include:

- a. Establishes and maintains liaison with the Committee NCOIC to ensure support of the OPFOR platoon.
- b. Acts as the OPFOR Platoon Leader in his absence. Due to the decentralized nature of the OPFOR set, will be responsible for employing the platoon tactically and usually away from the direct guidance of the Platoon Leader.
- c. The OPFOR platoon is not a simple training aid for the BLUFOR. The PSG will be responsible for solving complex tactical problems, adapting to BLUFOR actions and decisions. Must be capable of acting independently and making sound decisions to support the Platoon Leader's next fight.
- d. Supervises OPFOR performing administrative duties. Establishes company fire guards, security watch, and/or safety personnel when company is not training. In briefs and out briefs all duty personnel on their responsibilities and provides special instructions as required.
- e. Provides accurate, daily personnel status reports to the Committee NCOIC.
- f. Monitors platoon duties.
- g. Assists in the dissemination of information, approved policy, and details necessary for the daily operation and maintenance of the platoon.
- h. Monitors the police of the platoon area through periodic inspections. Coordinate and monitor the unit security program.

CHAPTER 10 - Duties of the Summer Garrison Regiment Staff

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1. **General.** The Summer Garrison Regiment organization is displayed in Chapter 19 *Appendix 4*. The duty requirements for each summer detail position are outlined below. These are the expected requirements, which should be coupled with any higher command or officer-counterpart guidance.
2. **Regimental Commander.** The Regimental Commander is responsible for the overall performance of the Summer Garrison Regiment. The Regimental Commander exercises this responsibility through the Cadet Chain of Command to include maintaining high standards of discipline, morale, training and safety for Cadet cadre as well as Cadets involved in STAP, PIAD, and transient barracks.

Specific duties include:

- a. Provides the principal formal and informal, two-way communications link between the Regimental Tactical Officer and the Cadets assigned to the regiment.
 - b. Provides clarification of the Regimental Tactical Officer's policies, provides guidance for their implementation as appropriate, and monitors the performance of subordinate units.
 - c. Establishes specific goals and objectives for the summer detail to give direction to the regiment. Provides resources necessary to meet the established goals and objectives.
 - d. Inspects as required to ascertain the state of appearance, discipline, morale, maintenance, training, and administrative and logistical support of the regiment. Provides feedback to the Camp Commander and the Cadet Chain of Command, as required.
 - e. Provides guidance for the supervision and coordination of the regimental staff. Monitors staff performance through the Regimental Executive Officer.
 - f. Ensures information is disseminated to companies and staff sections.
 - g. Through the Regimental Executive Officer and the Regimental Command Sergeant Major, monitors the operation of the West Point Leader Development System (WPLDS) to ensure consistency within the regiment.
 - h. With the approval of the Regimental Tactical Officer, publishes regimental policies.
 - i. Maintain open lines of communication with academic department heads in order to create a successful environment for STAP Cadets.
 - j. Supervises and commands formations and ceremonies.
 - k. Establishes an effective working relationship and command climate with subordinate Commanders to ensure effective execution of duties and unit goals.
 - l. Coordinates with ODIA in support of summer sports camps.
 - m. Provides accountability of and assistance to all Cadets participating in Cadet Advanced Training (CAT).
 - n. Coordinates with the Cadet Advanced Training cell to provide transportation and other logistical support to all Cadets.
 - o. Supervises all training during the summer to ensure a high level of professional conduct, personal appearance, and duty performance is maintained among the Cadet cadre and Cadets involved in the Summer Garrison Regiment.
3. **Regimental Command Sergeant Major (Command Sergeant Major).** The Regimental Command Sergeant Major is the senior enlisted Cadet in the Summer Garrison Regiment. Primary responsibility is to ensure the proper execution of duties by Cadet 1st Sergeants and Platoon Sergeants, as the representative of the Cadet Regimental Commander.

Specific duties include:

- a. Maintains a high standard of police throughout the Summer Garrison Regiment billeting areas.

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- b. Ensures proper maintenance of all Summer Garrison Regiment barracks and submission of all necessary work orders.
- c. Maintains a high standard of personal appearance and uniform standard for all Cadets in the Summer Garrison Regiment.
- d. Ensures proper execution of Guard duties and details.
- e. Assists Regimental Commander by observing training and keeping him/her informed of issues raised through NCO channels.
- f. Coordinates logistical and manpower support for all official and/or MWR activities.
- g. Organizes and supervises all details conducted by MDS failures sent back to West Point.

3. Regimental Executive Officer. Second in command of the regiment. Assumes command of the unit in the absence of the Commander. Responsible to the Commander for the execution of staff tasks and the coordinated efforts of the staff members to ensure that they perform as an entity and not as separate staff sections. The Executive Officer directs, coordinates, and supervises all staff actions and ensures they meet the Commander's guidance. Is supervised by the Regimental Commander. Supervises the regimental staff.

Specific duties include:

- a. Establishes and maintains liaison with officer counterpart. Performs other duties as assigned.
- b. Formulates policy for the operation of the staff and coordinates and supervises the activities of the staff in support of the Regimental Commander's guidance and decisions.
- c. Informs the Regimental Commander of staff activities and the requirements placed on the regiment by outside agencies and higher headquarters.
- d. Supervises preparation of operation orders to be issued by the Regimental Commander.
- e. Responsible to the Regimental Commander for the good order, discipline, billeting, internal administration, supply, training, morale, and general efficiency of the regimental staff.
- f. Consolidates and reviews for accuracy and format all reports submitted by subordinate units and the regimental staff. Forwards records and reports as required. Ensures all suspenses are met.
- g. Supervises the planning, coordination, and execution of regimental activities.
- h. Ensures directives and instructions are executed in accordance with the Regimental Commander's policy.
- i. Ensures all staff personnel maintain high standards of conduct and appearance.
- j. Maintains close liaison with the Executive Officers of Cadet Basic Training, Cadet Field Training, and Summer Leader Experience, the Chief of Leader Development Branch, and ODIA representative in charge of summer sports camps.
- k. Supervises establishment and operation of Central Guard Room following the completion of graduation week.

4. Regimental Adjutant (S1). The Regimental Adjutant has primary staff responsibility for personnel and administrative matters pertaining to the regiment. Serves as the principal advisor on all issues related to personnel

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and manning. Coordinates the assignment of Regimental Duty Officers for TAPS accountability. Supervised by the Regimental Executive Officer.

Specific duties include:

- a. Maintains proper and timely accountability of the Summer Garrison Regiment.
 - b. Maintains high standards of performance, conduct and appearance in the office and among various other guards. Prepares and publishes all guard assignments, specifically the Regimental Duty Officer schedule.
 - c. Prepares and publishes correspondence and reports, to include accountability and manning, for the Regimental Commander and Executive Officer—in preparation for Battle Update Briefs.
 - d. Maintains liaison with distantly located units, such as USMA Prep detail, AIADs, CTLTs and PIADs in order to collect accountability and manning information. Prepares and publishes correspondence and reports, to include accountability and manning, for aforementioned units.
 - e. Maintains liaison and coordinates with officer counterpart.
 - f. Performs other duties as determined by the Regimental Commander and Regimental Executive Officer.
- 5. Regimental Assistant Adjutant (A/S1).** Performs administrative and personnel functions as directed by the Regimental Adjutant.
- 6. Regimental Operations Officer (S3).** The Regimental Operations Officer is responsible for the planning and coordination of all training for the Summer Garrison Regiment.

Specific duties include:

- a. Maintains and remains able to brief the current operations situation at all times in addition to the standard reporting of pertinent information for the daily Battle Update Brief (BUB).
- b. Prepares, coordinates, authenticates, and publishes all OPORDS and OPLANS, as required; and reviews all similar products prepared by subordinate units.
- c. Recommends priorities for allocating critical resources of the command, including time, personnel, equipment, supplies, terrain, ammunition, and training aids.
- d. Recommends task organization and assigning missions to subordinate elements of the command.
- e. Conducts weekly training meetings to finalize coordination for near-term training (1-2 weeks out) and reviews short-term training (3-4 weeks out).
- f. Coordinates and schedules all training resources to include transportation, terrain, medical support, ammunition, water, and messing to support all SGR.
- g. Assists the companies with resources for all company-level training and TAC Time training, to include lecture facilities and terrain, as required.
- h. Provides all training locations with daily weather reports and wet-bulb readings.
- i. Maintains radio communication with the Cadet Summer Training HQ and Range Control, as well as Cadet Field Training.

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- j. Plans, coordinates and directs the movement of all personnel and their equipment to designated buildings during Graduation Week for Summer Training.
- k. Plans, coordinates and directs the integration of Detail personnel for the Leader Training Program period of training, without degrading the training of the Summer Garrison Regiment.
- l. Plans, coordinates and directs the movement of all personnel and equipment of those participating in Summer Assignments traveling to and from West Point.
- m. Plans, coordinates and directs the redeployment of all personnel and equipment from Buckner Training Area to West Point at the conclusion of Summer Field Training.
- n. Operates the Summer Garrison Regimental TOC.
- o. Maintains liaison and coordinates with officer counterpart.

7. Regimental A/S3 (Operations)

Specific duties include:

- a. Coordinates and schedules training resources as required, to include transportation, terrain, medical support, ammunition, and training aids.
- b. Supervises and tracks movement of all elements of the Summer Garrison Regiment.
- c. Assists in the execution of weekly training meetings to finalize coordination for near term training (1-2 weeks out) and reviews short-term training (3-4 weeks out).
- d. Tracks and issues all Regimental taskings.

8. Regimental S-4. The Supply Officer coordinates all logistical matters for the Summer Garrison Regiment, to include supply, services, billeting and mess. More specifically, these duties can be divided into three categories:

a. Supply and Services:

- a. Coordinates with S-3 and garrison commander to solidify scheduled events during the detail that require supply/services.
- b. Coordinates laundry services. Ensures adherence to the schedule.
- c. Monitors linen allocation to transient Cadets and track with hand receipts.
- d. Requests additional linen through Cadet supply.
- e. Ensures dirty linen send-out with laundry services.
- f. Tracks return of linen and lost laundry (if reported).
- g. Issues expendable supplies as requested, through augmentation soldiers provided to the S-4 operation.
- h. Coordinates to have necessary supplies for BBQs, organized athletic competitions, and/or business meetings.
- i. Transports meals and/or other supplies for MIAD/CTLT bus movements.
- j. Prepares risk assessments for company/regimental activities.

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b. Mess Operations:

- a. Coordinates and schedules meals and tables for all companies, committees and support personnel at appropriate dining facilities (BPT update often as result of transient number fluctuations).
- b. Coordinates rations for company social functions (includes cancellation of tables).
- c. Coordinates boxed meal requests and pick-up for bus departures.

c. Transportation:

- a. Schedules transportation in support of training, mess and committee operations.
- b. Coordinates with S-3 to ensure that movements appear on summer training schedule.
- c. Ensures the delivery of boxed meals and/or other supplies for MIAD/CTLT bus movements.
- d. Ensures upkeep and safety of SGR vehicle.
- e. Schedules and coordinates movements in conjunction with Cadet transportation to training events in West Point vicinity.
- f. Maintains liaison and coordinates with officer counterpart.

9. Regimental Assistant Supply Officer (A/S4). Performs duties in the area of supply management, mess operations, and transportation as directed by the Regimental Supply Officer.

10. Regimental S6. The Regimental S6 serves as the Cadet expert and focal point for matters pertaining to information systems. Ensures that information systems initiatives support command policy. In this instance, information systems consist of the Cadet network environment, official Cadet telephones, forms, and reproduction.

Specific duties include:

- a. Establishes and maintains liaison with the Chief, Information Systems Division (ISD), USCC and Goldcoats computer lab.
- b. Organizes and conducts staff coordination to accomplish information management goals, provides guidance and assistance as required to the Companies.
- c. Monitors the status of the Cadet communications network; inform ISD, Goldcoats and SEB of any problems. Provides and coordinates assistance by ISD and Goldcoats as needed.
- d. Coordinates with the administration services branch of ISD, USCC for supply of forms to the Corps of Cadets.
- e. Provides all information management support to the Regimental staff. Serves as the primary point of contact in the Summer Garrison Regiment for information systems matters.
- f. Monitors operation of the unprotected Corps electronic bulletin boards and network system for compliance with published procedures and regulations pertaining to the network system. Instructs the Cadet Chain of Command on access to the protected electronic bulletin boards and their responsibilities for the bulletin boards' use.

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- g. Improves the Corps' administrative efficiency through optimal use of information systems and utilizes technology for administrative support. Advises the Chief, ISD, on any issues affecting the efficiency of automation support to the Summer Garrison Regiment.
- h. Serves as the principal point of contact in the Summer Garrison Regiment for questions pertaining to information systems matters.
- i. Coordinates with Cadet supply to maintain necessary supplies for company printers.

11. Company Commander. The Company Commander is responsible for everything that the company does or fails to do. The Commander is accountable to both the Company Tactical Officer and the Cadet Regimental Commander for the accomplishment of the mission, safety and well being of the Cadets in the company.

Specific duties include:

- a. Keeps the Company Tactical Officer and Regimental Commander informed, as well as the Transient and CGR CO's.
- b. Establishes policies and procedures to ensure the good order and smooth functioning of the company.
- c. Leads the company by setting and enforcing high standards of personal and professional performance for all Cadets.
- d. Leads the company in training.
- e. Counsels Cadets as required.
- f. Recommends disposition on disciplinary or other administrative actions.
- g. Inspects barracks, personal appearance of Cadets and conduct on and off-duty to ensure that standards are met.
- h. Facilitates communication up and down the Chain of Command.
- i. Works closely with LDB and keeps them informed.
- j. Establishes contact with various POC's.

12. Company First Sergeant. Senior Cadet Noncommissioned Officer assigned to the company. Responsible to the Company Commander, executes established policies and standards pertaining to the performance, training, appearance, and conduct of the company.

Specific duties include:

- a. Establishes and maintains liaison with the Regimental Command Sergeant Major and Company Tactical Noncommissioned Officer. Establishes and maintains communication with the Cadet Noncommissioned Officers and privates through the noncommissioned officer channel.
- b. Actively supervises the noncommissioned officers in the performance of their duties. This includes assignment of tasks, providing guidance on task accomplishment, supervising task accomplishment, and providing performance feedback.
- c. Provides accurate, daily personnel status reports to the Company Commander, Tactical Officer, and higher headquarters.
- d. Monitors company duties with assistance of Platoon Sergeants.

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- e. Conducts routine company administration and everyday operations, supervises the company orderly room, and maintains departure book.
- f. Maintains current copies of the USCC SOP; daily bulletins; and policy memoranda. Posts all changes promptly and properly.
- g. Supervises the conduct of disciplinary details (1SG hours, fatigue tours).
- h. Conducts formations; these duties are outlined in the drill and ceremony manual.
- i. Establishes and maintains suspense files in conjunction with the company Executive Officer and ensures that all suspenses are met.
- j. Assists in the dissemination of information, approved policy, and details necessary for the daily operation and maintenance of the company.
- k. Advises and initiates recommendations to the Company Commander in matters concerning Cadet Noncommissioned Officers and privates.
- l. Through periodic inspections, monitors the police of the company area.

13. Platoon Sergeant. Second in command of the platoon and the senior Cadet Noncommissioned Officer in the platoon. Responsible to the Platoon Leader and oversees the administrative and logistical support for the platoon.

Specific duties include:

- a. Clearly explains expectations of subordinate squad.
- b. Seeks guidance from the Chain of Command as necessary.
- c. Trains subordinates in the proper wear and care of their uniforms and equipment.
- d. Supervises the Squad Leaders within the platoon.
- e. Keeps subordinates informed.
- f. Plans and conducts day-to-day details.
- g. Conducts team and squad training.
- h. Supervises daily events as required by training schedules.
- i. Supervises the movement of troops.
- j. Inspects soldiers' equipment for serviceability and accountability.
- k. Ensures weapons and equipment are properly secured and stored.
- l. Checks appearance and condition of troop billets.
- m. Keeps an accountability of each soldier and his/her whereabouts and provides accurate personnel status reports.
- n. Monitors why subordinates are going on sick call or other appointments.
- o. Monitors the readiness status of the platoon.

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CHAPTER 11 - Duties of the Summer Leader Experience Staff

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1. General. The Summer Leader Experience Staff organization is displayed in *CHAPTER 19, Appendix 5*. The duty requirements for each summer detail position are outlined below. These are the expected requirements, which should be coupled with any higher command or officer-counterpart guidance.

2. Company Commander. The Company Commander is responsible for the overall performance of the Summer Leader Experience to the Officer in Charge. The Company Commander exercises this responsibility through the Cadet Chain of Command to include maintaining high standards of discipline, morale, training and safety in both the First and Second Class and all Candidates.

Specific duties include:

a. Provides guidance for their implementation of all policies as appropriate, and monitors the performance of subordinate units.

b. Establishes specific goals and objectives for the summer detail. Provides resources necessary to meet the established goals and objectives.

c. Inspects as required to ascertain the state of appearance, discipline, morale, maintenance, training, and administrative and logistical support of the company. Provides feedback to the thru the Cadet Chain of Command, as required.

d. Provides guidance for the supervision and coordination of the company's leaders. Monitors performance through the Company Executive Officer.

e. Ensures information is disseminated to platoon.

f. Through the Company Executive Officer and the Company 1SG, monitors the operation of the West Point Leader Development System (WPLDS) to ensure consistency within the company.

g. Publishes company policies.

h. Maintains command interest in the Honor and Respect Systems and monitors attitudes toward the systems through honor and respect representatives.

i. Supervises and commands formations and ceremonies.

j. Establishes an effective working relationship and command climate with subordinate leaders to ensure effective execution of duties and unit goals.

k. Supervises all training during Cadet Field Training to ensure a high level of professional conduct, personal appearance, and duty performance is maintained among the First, Second, and Third Class.

3. Company First Sergeant. Senior Cadet Noncommissioned Officer assigned to the company. Responsible to the Company Commander, executes established policies and standards pertaining to the performance, training, appearance, and conduct of the company.

Specific duties include:

a. Establishes and maintains liaison with the Company Tactical Noncommissioned Officer. Establishes and maintains communication with the Cadet Noncommissioned Officers and Cadet Candidates through the noncommissioned officer channel.

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- b. Actively supervises the noncommissioned officers in the performance of their duties. This includes assignment of tasks, providing guidance on task accomplishment, supervising task accomplishment, and providing performance feedback.
- c. Provides accurate, daily personnel status reports to the Company Commander, TAC Officer, and higher headquarters.
- d. With assistance of Platoon Sergeants, monitors company duties.
- e. Conducts routine company administration and everyday operations, supervises the company orderly room, and maintains departure book.
- f. Maintains current copies of the USCC SOP; daily bulletins; and policy memoranda. Posts all changes promptly and properly.
- g. Supervises the conduct of disciplinary details (1SG hours, fatigue tours).
- h. Conducts formations; these duties are outlined in the drill and ceremony manual.
- i. In conjunction with the company Executive Officer, establishes and maintains suspense files. Ensures that all suspenses are met.
- j. Assists in the dissemination of information, approved policy, and details necessary for the daily operation and maintenance of the company.
- k. Advises and initiates recommendations to the Company Commander in matters concerning Cadet Noncommissioned Officers and Cadet Candidates.
- l. Through periodic inspections, monitor the police of the company area.

4. Company Executive Officer. Second in command of the Company. Assumes command of the unit in the absence of the Commander. Responsible to the Commander for the execution of staff tasks. The Executive Officer directs, coordinates, and supervises all staff actions and ensures they meet the Commander's guidance. Is supervised by the Company Commander.

Specific duties include:

- a. Establishes and maintains liaison with officer counterpart. Performs other duties as assigned.
- b. Informs the Company Commander of all support activities and the requirements placed on the company by outside agencies and higher headquarters.
- c. Supervises preparation of operation orders to be issued by the Company Commander.
- d. Responsible to the Company Commander for the good order, discipline, billeting, internal administration, supply, training, morale, and general efficiency of the company staff.
- e. Consolidates and reviews for accuracy and format all reports submitted by subordinate units and the company staff. Forward records and reports as required. Ensures all suspenses are met.
- f. Supervises the planning, coordination, and execution of company activities.
- g. Ensures directives and instructions are executed in accordance with the Company Commander's policy.
- h. Ensures all staff personnel maintain high standards of conduct and appearance.

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- i. Maintains close liaison with the Executive Officer of Summer Garrison Regiment.
- j. Serves as the CIC for the Candidate Physical Aptitude Exam.
- k. Coordinates all VIP/Protocol activities for Summer Leaders Experience.

5. Platoon Leader. Under direction of the Company Commander, leads the platoon in the accomplishment of all missions. Responsible for the readiness, safety, administration, discipline, morale and welfare of the platoon.

Specific duties include:

- a. Ensures that platoon members are informed of anticipated training, operations and requirements. Establishes an effective two-way flow of communication within the platoon.
- b. Maintains high standards of personal appearance, morale and professional conduct.
- c. Maintains a high standard of barracks police. Holds Squad Leaders accountable for their areas of responsibility through daily inspection. Directly responsible for barracks maintenance.
- d. Inspects uniforms and equipment for completeness, serviceability, and that personal and government equipment are properly secured.
- e. Counsels personnel as required, in areas mentioned above where shortcomings are noted, and in areas such as conduct, physical fitness and leader skills.
- f. Reviews requests for leave or pass and explanations of reports of disciplinary action prior to forwarding (with recommendation) to the Company Commander.
- g. Leads the platoon through all training and PT, setting a positive example.
- h. Keeps the Commander informed of all issues affecting the platoon.

6. Platoon Sergeant. Second in command of the platoon and the senior Cadet Noncommissioned Officer in the platoon. Responsible to the Platoon Leader and oversees the administrative and logistical support for the platoon.

Specific duties include:

- a. Clearly explains expectations of subordinate squad.
- b. Seeks guidance from the Chain of Command as necessary.
- c. Trains subordinates in the proper wear and care of their uniforms and equipment.
- d. Supervises the Squad Leaders within the platoon.
- e. Keeps subordinates informed.
- f. Plans and conducts day-to-day details.
- g. Conducts team and squad training.
- h. Supervises daily events as required by training schedules.
- i. Supervises the movement of troops.
- j. Lets every soldier know the schedule of activities well in advance.

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- k. Inspects soldiers' equipment for serviceability and accountability.
- l. Ensures weapons and equipment are properly secured and stored.
- m. Checks appearance and condition of troop billets.
- n. Keeps an accountability of each soldier and his/her whereabouts and provides accurate personnel status reports.
- o. Monitors why subordinates are going on sick call or other appointments.
- p. Monitors the readiness status of the platoon.
- q. Emphasizes safety at all times, looks for and corrects unsafe acts.

7. Squad Leader. Under the supervision of the Platoon Sergeant and in accordance with directives issued by the Platoon Leader, supervises the squad. The Squad Leader is responsible to the Platoon Leader for the discipline, internal administration, supply, maintenance, training, morale, and general efficiency of the squad.

Specific duties include:

- a. Teaches the squad about West Point, how to be a Cadet through academics, PT, eating in the mess hall, living in the barracks, and military training.
- b. Clearly explains what is expected from each subordinate in the squad.
- c. Provides advice to the Chain of Command when necessary.
- d. Inspects subordinate's room. Makes sure that they have the proper clothing for class and military day.
- e. Checks the squad members to see if they are maintaining their equipment.
- f. Supervises daily events as required by training schedule.
- g. Supervises the movement of the squad.
- h. Lets squad members know the schedule of activities well in advance.
- i. Ensures equipment and personal property are properly secured and stored, specifically in barracks rooms.
- j. Assigns responsibility for common-use areas, i.e., stairwells, halls, outside police area, etc.
- k. Keeps the Platoon Leader and Platoon Sergeant informed.
- l. Maintains established standards of personal and barracks appearance.
- m. Makes sure that the squad is always on time for training and movement.
- n. Counsels subordinates and maintain counseling records. Discusses personal/professional problems with subordinates and provides guidance or refers such situations to Platoon Sergeant or Platoon Leader.
- o. Maintains the training results on all Squad Members for each event.
- p. Inspects to ensure personnel appearance is satisfactory at all times.

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q. Responsible for being thoroughly knowledgeable of regulations, directives, standard operating procedures and unit policies.

r. Emphasizes safety in all that Squad Members do.

8. Company Administrative Officer. The Company Administrative Officer has primary staff responsibility for personnel and administrative matters pertaining to the SLE Company. Serves as the principal advisor on all issues related to personnel and manning. Coordinates the assignment of Company Duty Officers for TAPS accountability. Supervised by the Company Executive Officer.

Specific duties include:

- a. Maintains proper and timely accountability of the Summer Leader Experience.
- b. Receives and consolidates daily status reports from Platoon Sergeants and prepares a company daily status report.
- c. Maintains high standards of performance, conduct and appearance. Prepares and publishes the Company Duty Officer schedule.
- d. Prepares and publishes correspondence and reports, to include accountability and manning, for the Company Commander and Executive Officer—in preparation for Battle Update Briefs.
- e. Maintains liaison and coordinates with officer counterpart.
- f. Performs other duties as determined by the Company Commander and Company Executive Officer.

9. Company Supply Officer. Under the supervision of the Company Executive Officer and Company Commander, coordinates all logistical matters.

Specific duties include:

- a. Serves as the company expert on logistics and USCC Logistics PAM.
- b. Keeps the Company Commander informed of the status of supply within the company.
- c. Supervises laundry and dry cleaning procedures IAW USCC SOP.
- d. Following return of processed laundry, checks for items belonging to Cadets who have been separated or resigned. Deliver them to the Supply Office (Room WB9, Bldg 745B) within 24 hours. Checks for items belonging to Cadets of other companies and ensure items are delivered to the proper orderly rooms. Delivers unidentifiable items to the appropriate call office.
- e. Consolidates complaint forms from Platoon Sergeants and delivers to the Company Executive Officer for forwarding to the Tactical Officer.
- f. Consolidates weekly barracks damage reports and delivers to the TAC NCO for review and submission to S4, USCC.
- g. Makes company table assignments in accordance with policies established by the Cadet Chain of Command.
- h. Supervises and manages the issue of USMA and USCC regulations, standing operating procedures, and other reference material for Cadet use.

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- i. Serves as the company representative on the Cadet Mess Hall Council.

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CHAPTER 12 - Duties of Air Assault Detail (AAD) Staff

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1. General. The Air Assault Detail Staff organization is displayed in *CHAPTER 19, Appendix 7*. The duty requirements for each summer detail position are outlined below. These are the expected requirements, which should be coupled with any higher command or officer-counterpart guidance.

2. Battalion Commander. The Battalion Commander is responsible to the Officer In Charge (OIC), Non-Commissioned Officer In Charge (NCOIC), and MTT for support of Air Assault Training. The Battalion Commander exercises this responsibility through the Cadet Chain of Command to include maintaining high standards of discipline, morale, training and safety in both the First, Second and Third Class.

Specific duties include:

- a. Provides the principal formal and informal, two-way communications link between MTT and the Cadets assigned to the battalion.
- b. Provides clarification of the MTT policies, provides guidance for their implementation as appropriate, and monitors the performance of subordinate units.
- c. Establishes specific goals and objectives for the summer detail to give direction to the battalion. Provides resources necessary to meet the established goals and objectives.
- d. Inspects as required to ascertain the state of appearance, discipline, morale, maintenance, training, and administrative and logistical support of the battalion. Provides feedback to the OIC, MTT, and the Cadet Chain of Command, as required.
- e. Provides guidance for the supervision and coordination of the regimental staff. Monitors staff performance through the Battalion Executive Officer.
- f. Ensures information is disseminated to companies and staff sections.
- g. Through the Battalion Executive Officer and the regimental Command Sergeant Major, monitors the operation of the West Point Leader Development System (WPLDS) to ensure consistency within the battalion.
- h. Supervises and commands formations and ceremonies.
- i. Establishes an effective working relationship and command climate with subordinate Commanders to ensure effective execution of duties and unit goals.
- j. Supervises all training during Air Assault to ensure a high level of professional conduct, personal appearance, and duty performance is maintained among the Air Assault students.

3. Battalion Command Sergeant Major (Command Sergeant Major). The Regimental Command Sergeant Major is the senior enlisted Cadet at Cadet Basic Training. Primary responsibility is to ensure the proper execution of duties by Cadet 1st Sergeants as the representative of the Battalion Commander.

Specific duties include:

- a. Establishes and maintains a liaison with the Air Assault MTT 1st Sergeant and Chief Instructor.
- b. Maintains a high standard of police throughout Cadet Basic Training billeting areas.
- c. Maintains a high standard of personal appearance for all Cadets at Cadet Basic Training.
- d. Ensures proper execution of Guard duties and details.

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e. Assists the BN Commander by observing training and keeping him/her informed of issues raised through NCO channels.

f. Assists S-4 in assuring training supplies, meals and water are on site on time.

4. Battalion Executive Officer. Second in command of the battalion. Assumes command of the unit in the absence of the Commander. Responsible to the Commander for the execution of staff tasks and the coordinated efforts of the staff members to ensure that they perform as an entity and not as separate staff sections. The Executive Officer directs, coordinates, and supervises all staff actions and ensures they meet the Commander's guidance. Is supervised by the Battalion Commander. Supervises the battalion staff.

Specific duties include:

a. Establishes and maintains liaison with officer counterpart. Performs other duties as assigned.

b. Formulates policy for the operation of the staff and coordinates and supervises the activities of the staff in support of the Battalion Commander's guidance and decisions.

c. Informs the Battalion Commander of staff activities and the requirements placed on the battalion by outside agencies and higher headquarters.

d. Supervises preparation of operation orders to be issued by the Battalion Commander.

e. Responsible to the Battalion Commander for the good order, discipline, billeting, internal administration, supply, training, morale, and general efficiency of the battalion staff.

f. Consolidates and reviews for accuracy and format all reports submitted by subordinate units and the battalion staff. Forward records and reports as required. Ensures all suspenses are met.

g. Supervises the planning, coordination, and execution of battalion activities.

h. Ensures directives and instructions are executed in accordance with the Battalion Commander's policy.

i. Ensures all staff personnel maintain high standards of conduct and appearance.

j. Serves as the battalion staff's Physical Training Officer.

k. Coordinates all VIP/Protocol activities for AASLT detail S3.

5. Battalion S-1. The BN Adjutant has primary staff responsibility for personnel and administrative matters pertaining to the battalion. Serves as the principal advisor on administrative procedures and regulations. Coordinates the assignment of guards, ushers, duty officers, and other recurring duties. Supervised by the Battalion Executive Officer.

Specific duties include:

a. Maintains proper and timely accountability of all students across all categories in Air Assault (including but not limited to USCC, Active Army, Army Reserve, and ROTC).

b. Prepares and publishes correspondence and reports, to include letters of instruction and disposition forms, for the Battalion Commander and Executive Officer.

c. Prepares, coordinates, and supervises various aspects of the Air Assault admin, such as awards, invitations, certificates, and receptions.

d. Performs other duties as determined by the Battalion Commander and Battalion Executive Officer.

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- e. Maintains liaison and coordinates with officer counterpart.

6. Battalion Operations Officer (S3). The Battalion Operations Officer is responsible for the planning and coordination of all training for the Air Assault Detail Battalion.

Specific duties include:

- a. Maintain and be able to brief the current operations situation at all times.
- b. Prepares, coordinates, authenticates, and publishes all OPORDS and OPLANS, as required; and reviews all similar products prepared by subordinate units.
- c. Recommend priorities for allocating critical resources of the command, including time, personnel, equipment, supplies, terrain, ammunition, and training aids.
- d. Recommend task organization and assigning missions to subordinate elements of the command.
- e. Compiles and coordinates weekly training schedules for the Air Assault CoC.
- f. Coordinates CoC schedules with student schedules (meal plans, etc.).
- g. Assists the S1 with a schedule of in-processing.
- h. Conducts weekly training meetings to finalize coordination for near-term training (1-2 weeks out) and review short-term training (3-4 weeks out).
- i. Coordinates and schedules all training resources to include transportation, terrain, medical support, ammunition, water, and messing to support all Air Assault training.
- j. Supervises the tracking of all training records, to include graduation requirements and pre-commissioning Military Qualification Standards I tasks for the Regiment.
- k. Provides all training locations with daily weather reports and wet-bulb readings.
- l. Plans, coordinates and directs the movement of all personnel and their equipment to designated sites.
- m. Plans, coordinates and directs the integration of second detail personnel for the leader training program, without degrading the training of the Cadet Basic Training Regiment.
- n. Plans, coordinates and directs the movement of all personnel and equipment to River Courts and Camp Smith.
- o. Operates the Training TOC.
- p. Keeps the Battalion Commander informed of all training issues and statuses at all times.
- q. Maintains liaison and coordinates with officer counterpart.

7. Battalion Assistant S3 (Operations). Responsible to assist the Battalion Operations Officer as directed.

Specific duties include:

- a. Maintains the current situation of the Air Assault Detail, and is prepared to present operations briefings daily.

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- b. Assists in the preparation, coordination, and publication of required OPORDS and OPLANS.
- c. Coordinates and schedules training resources as required, to include transportation, medical support, ammunition, and training aids.
- d. Collects and reports current weather and wet bulb readings for all subordinate units. Ensures weather status is constantly updated in the Tactical Operations Center.
- e. Maintains radio communications with the Cadet summer training HQ and Range Control, as well as acting as the Net Control Station for the Air Assault Detail net.
- f. Supervises and tracks movement of all elements of the Air Assault Detail.
- g. Operates the Air Assault Detail Tactical Operations Center (TOC).
- h. Tracks and issues all Battalion taskings.
- i. Assists in compiling and coordinating all training schedules for the two Cadet Air Assault Detail Companies.

8. Battalion Supply Officer S-4. The Supply Officer coordinates all logistical matters for the Air Assault Training Battalion, to include supply, services, billeting and mess. More specifically, these duties can be divided into three categories:

a. Supply and Services:

- 1) Coordinates with S-3, MTT and the companies to schedule equipment issue and turn-in. Publishes schedule to accomplish this. Ensures that a detailed and comprehensive packing list is sent to all Cadets attending the school before they report in order to assure them time to obtain any packing list items.
- 2) Responsible for all equipment required for training for MTT and students.
- 3) Recons the training site to verify that laundry machines are present and operational.
- 4) Receives requests for barracks repair and initiate work orders to the Installation Engineer.
- 5) Issues expendable supplies as requested, through augmentation soldiers provided to the S-4 operation.
- 6) Coordinates to have water resupply at training sites.
- 7) Coordinates to have portable latrines at training sites serviced IAW contractual agreements if latrines are not already on site.
- 8) Maintains liaison between DOL and CST S-4 to facilitate Issue Point operations, addresses supply concerns, and acquires inventory for the regimental supply room.
- 9) Maintains and operates battalion supply room.

b. Mess Operations:

- 1) Obtains a training schedule from the MTT Cadre in order to know when hot meals and MREs are served.
- 2) Coordinates rations in support all foot movements.

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- 3) Coordinates field rations with Cadet companies and S-3.
- 4) Coordinates field ration cycle with committees for committee personnel.

c. Transportation:

- 1) Schedules transportation in support of training, mess and committee operations.
- 2) Coordinates with S-3 to ensure that movements appear on company training schedule.
- 3) Ensures that transportation is scheduled for all requested field meals.
- 4) Ensures that transportation unit dispatcher has a complete and accurate transportation schedule.
- 5) Schedules and coordinates movements for field operations.
- 6) Coordinates Graduation Week drivers training and convoys.
- 7) Monitors and reports maintenance status (DA 2406) of non-tactical fleet to the OIC.
- 8) Supervises vehicle issue to Cadet Air Assault Cadre command team, companies, and staff shops.

d. Maintains liaison and coordinates with officer counterpart and S-4, Cadet Summer Training.

9. Battalion Assistant S4. Performs duties in the area of supply management, mess operations, and transportation as directed by the Battalion Supply Officer.

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1. General. The Cadet Candidate Basic Training Staff organization is displayed in *CHAPTER 19, Appendix 8*. The duty requirements for each summer detail position are outlined below. These are the expected requirements, which should be coupled with any higher command or officer-counterpart guidance.

2. Battalion Commander. The Battalion Commander is responsible to the Battalion Tactical Officer of the Cadet Candidate Basic Training for the overall performance of the Cadet Candidate Basic Training detail. The Battalion Commander exercises this responsibility through the Cadet chain of command to include maintaining high standards of discipline, morale, training and safety for Cadet cadre and Cadet candidates.

Specific duties include:

- a. Provides the principal formal and informal, two-way communications link between the BTD and the Cadets assigned to the detail.
- b. Provides clarification of the BTD's policies, provides guidance for their implementation as appropriate, and monitors the performance of subordinate units.
- c. Establishes specific goals and objectives for the summer detail to give direction to the battalion. Provides resources necessary to meet the established goals and objectives.
- d. Inspects as required to ascertain the state of appearance, discipline, morale, maintenance, training, and administrative and logistical support of the detail. Provides feedback to the BTD and the Cadet chain of command, as required.
- e. Provides guidance for the supervision and coordination of the battalion staff. Monitors staff performance through the battalion executive officer.
- f. Ensures information is disseminated to companies and staff sections.
- g. Through the battalion executive officer and the battalion command sergeant major, monitors the operation of the West Point Leader Development System (WPLDS) to ensure consistency within the battalion.
- h. With the approval of the BTO, publishes battalion policies.
- i. Supervises and commands formations and ceremonies.
- j. Establishes an effective working relationship and command climate with subordinate commanders to ensure effective execution of duties and unit goals.
- k. Supervises all training during Cadet Candidate Basic Training to ensure a high level of professional conduct, personal appearance, and duty performance is maintained among the Cadet cadre and Cadet candidates.
- l. Develops a plan for CCBT and briefs the BTD
- m. Develops a series of warrior/military tasks for all Cadet Candidates to learn and companies to train on.
- n. Executes CCBT plan.
- o. Develops required knowledge for CCs to learn.

3. Battalion Command Sergeant Major (CSM). The Battalion CSM is the senior enlisted Cadet at Cadet Candidate Basic Training. Primary responsibility is to ensure the proper execution of duties by Cadet 1SGs and Platoon Sergeants, as the representative of the Cadet Battalion Commander.

Specific duties include:

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- a. Establishes and maintains a liaison with the USMAPS Senior TAC NCO.
- b. Maintains a high standard of cleanliness throughout Cadet Candidate Basic Training billeting areas.
- c. Maintains a high standard of personal appearance for all Cadets at Cadet Basic Training.
- d. Ensures proper execution of Guard duties and details.
- e. Ensures proper execution of drill and ceremonies.
- f. Assists Battalion Commander by observing training and keeping him/her informed of issues raised through NCO channels.

4. Battalion Executive Officer. Second in command of the battalion. Assumes command of the unit in the absence of the commander. Responsible to the commander for the execution of staff tasks and the coordinated efforts of the staff members to ensure that they perform as an entity and not as separate staff sections. The executive officer directs, coordinates, and supervises all staff actions and ensures they meet the commander's guidance. Is supervised by the battalion commander. Supervises the battalion staff.

Specific duties include:

- a. Assists battalion commander in the development of the CCBT plan.
- b. Formulates policy for the operation of the staff and coordinates and supervises the activities of the staff in support of the battalion commander's guidance and decisions.
- c. Informs the battalion commander of staff activities and the requirements placed on the battalion by outside agencies and higher headquarters.
- d. Supervises preparation of operation orders to be issued by the battalion commander.
- e. Responsible to the battalion commander for the good order, discipline, billeting, internal administration, supply, training, morale, and general efficiency of the battalion staff.
- f. Consolidates and reviews for accuracy and format all reports submitted by subordinate units and the battalion staff. Forward records and reports as required. Ensures all suspenses are met.
- g. Supervises the planning, coordination, and execution of battalion activities.
- h. Ensures directives and instructions are executed in accordance with the Battalion Commander's policy.
- i. Ensures all staff personnel maintain high standards of conduct and appearance.
- j. Serves as the Battalion Safety Officer.
- k. Coordinates all VIP/Protocol activities for Cadet Candidate Basic Training with USMAPS HQ.

5. Battalion Adjutant (S1). The battalion adjutant has primary staff responsibility for personnel and administrative matters pertaining to the battalion. Serves as the principal advisor on administrative procedures and regulations. Coordinates the assignment of guards, ushers, duty officers, and other recurring duties. Supervised by the battalion executive officer.

Specific duties include:

- a. Maintains proper and timely accountability of the Cadet Candidate Basic Training Battalion.

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b. Maintains high standards of performance, conduct and appearance in the guardhouse and among the various other guards. Prepares and publishes all guard assignments, to include the Battalion Duty Officer, Cadet Officer-in-Charge, Cadet Officer-of-the-Day, and Sergeant-of-the-Guard.

c. Prepares and publishes correspondence and reports, to include letters of instruction and disposition forms, for the Battalion Commander and Executive Officer.

d. Oversees the distribution of mail with the USMAPS mail clerk to Cadet Candidate Battalion.

e. Performs other duties as determined by the Battalion Commander and Battalion Executive Officer.

6. Battalion Operations Officer (S3). The Battalion Operations Officer is responsible for the planning and coordination of all training for the Cadet Candidate Basic Training Battalion.

Specific duties include:

a. Maintain and be able to brief the current operations situation at all times.

b. Prepares, coordinates, authenticates, and publishes all OPORDS and OPLANS, as required; and reviews all similar products prepared by subordinate units.

c. Recommends priorities for allocating critical resources of the command, including time, personnel, equipment, supplies, terrain, ammunition, and training aids.

d. Recommends task organization and assigning missions to subordinate elements of the command.

e. Compiles and coordinate weekly training schedules for the Cadet Candidate Basic Training companies.

f. Conducts nightly training meetings during CCBT with BTG, BN CO, CSM, BN Staff COs, and ISGs.

g. Coordinates and schedules all training resources to include transportation, terrain, medical support, ammunition, water, and messing to support all Cadet Candidate Basic Training in conjunction with the Battalion Supply Officer (S4) and USMAPS HQ elements.

h. Assists the battalion commander in development of the CCBT plan.

i. Assists the companies with resources for all company-level training and TAC Time training, to include lecture facilities and terrain, as required.

j. Provides all training locations with daily weather reports and wet-bulb readings.

k. Maintains radio communication with the Cadet Summer Training HQ and battalion and company elements.

l. Operates the Cadet Candidate Basic Training TOC.

m. Keeps the Cadet Basic Training Battalion Commander informed of all training issues and statuses at all times.

n. Assists the Battalion Commander in developing a plan for CCBT.

o. Maintains communication with the CST TOC

p. Assists the Battalion Commander in developing what warrior/military tasks for all Cadet Candidates to learn and companies to train on.

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- q. Assists the Battalion Commander in developing a plan on required knowledge for CCs to learn.

7. Battalion Assistant Operations Officers (A/S3). Responsible to assist the Battalion Operations Officer as directed.

Specific duties include:

- a. Maintains the current situation of the Cadet Candidate Basic Training Battalion and be prepared to present operations briefings daily.
- b. Assists in the preparation, coordination, and publication of required OPORDS and OPLANS.
- c. Coordinates and schedules training resources as required, to include transportation, terrain, medical support, ammunition, and training aids.
- d. Collects and reports current weather and wet bulb readings for all subordinate units. Ensure weather status is constantly updated in the Tactical Operations Center.
- e. Maintains radio communications.
- f. Operates the Cadet Candidate Basic Training Tactical Operations Center (TOC) and maintains communications with the CST TOC.
- g. Coordinates and track the movements.
- h. Tracks and issues all Battalion taskings.
- i. Assist in compiling and coordinating all training schedules for the Cadet Candidate Basic Training Companies.
- j. Assists in the execution of nightly training meetings.
- k. Executes the tracking of all training records to include the Cadet Candidate Basic Training Master Qualification record.
- l. Assists in maintaining records of all CCBT tasks and the awarded points.

8. Battalion Supply Officer (S4). The Supply Officer coordinates all logistical matters for the Cadet Candidate Basic Training Battalion, to include supply, services, billeting and mess. More specifically, these duties can be divided into three categories:

a. Supply and Services:

- 1) Coordinates with BN S3 and the companies to schedule equipment issue and turn-in. Publish schedule to accomplish this.
- 2) Receives requests for barracks repair and initiate work orders to the Senior TAC.
- 3) Issues expendable supplies as requested, through augmentation soldiers provided to the S4 operation.
- 4) Coordinates to have water resupply at training sites.
- 5) Coordinates to have portable latrines at training sites serviced IAW contractual agreements.

b. Mess Operations:

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1) Coordinates and schedules meals and tables for all companies, committees and support personnel at appropriate dining facilities.

2) Coordinates rations in support.

3) Coordinates rations for company social functions (includes cancellation of tables).

4) Coordinates field rations with Cadet companies and the BN S3.

5) Coordinate field ration cycle with committees for committee personnel.

c. Transportation:

1) Schedules transportation in support of training, mess and committee operations with USMAPS HQ.

2) Coordinates with the BN S3 to ensure that movements appear on company training schedules.

3) Ensures that transportation is scheduled for all requested field meals.

4) Ensures that transportation unit dispatcher has a complete and accurate transportation schedule.

5) Inspects transportation units for uniformity, safety and timeliness.

6) Schedules and coordinates all movements.

9. Battalion Assistant Supply Officer (A/S4). Performs duties in the area of supply management, mess operations, and transportation as directed by the Battalion Supply Officer.

10. Company Commander. The Company Commander is responsible for everything that the company does or fails to do. The commander is accountable to both the Company Tactical Officer and the Cadet Battalion Commander for the accomplishment of the mission, safety and well being of the Cadets and Cadet candidates in the company.

Specific duties include:

a. Keeps the Company Tactical Officer and Battalion Commander informed.

b. Establishes policies and procedures to ensure the good order and smooth functioning of the company.

c. Leads the company by setting and enforcing high standards of personal and professional performance for all Cadets.

d. Leads the company in training.

e. Counsels Cadet candidates as required.

f. Recommends disposition on disciplinary or other administrative actions.

g. Inspects barracks, personal appearance of Cadets and conduct on and off-duty to ensure that standards are met.

h. Facilitates communication up and down the chain of command.

i. Develops a training plan for the company for CCBT.

j. Develops weekly training schedules for your company during CCBT.

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11. First Sergeant. Senior Cadet noncommissioned officer assigned to the company. Responsible to the Company Commander, executes established policies and standards pertaining to the performance, training, appearance, and conduct of the company.

Specific duties include:

- a. Establishes and maintains liaison with the Battalion Command Sergeant Major and Company Tactical Noncommissioned Officer. Establishes and maintains communication with the Cadet noncommissioned officers and CCs through the noncommissioned officer support channel.
- b. Actively supervises the noncommissioned officers in the performance of their duties. This includes assignment of tasks, providing guidance on task accomplishment, supervising task accomplishment, and providing performance feedback.
- c. Provides accurate, daily personnel status reports to the company commander, tactical officer, and higher headquarters.
- d. With assistance of platoon sergeants, monitors company duties.
- e. Conducts routine company administration and everyday operations, supervises the company orderly room and maintains departure book.
- f. Maintains current copies of the CC Handbook, daily bulletins, and policy memoranda. Posts all changes promptly and properly.
- g. Conducts formations as outlined in the drill and ceremony manual (FM 22-5).
- h. In conjunction with the company executive officer, establishes and maintains suspense files. Ensures that all suspense's are met.
- i. Assists in the dissemination of information, approved policy, and details necessary for the daily operation and maintenance of the company.
- j. Advises and initiates recommendations to the company commander in matters concerning Cadet noncommissioned officers and CCs.
- k. Through periodic inspections, monitors the police of the company area.

12. Company Executive Officer. The Executive Officer is the commander's primary assistant and assumes command in the commander's absence. His/her role is to supervise the Company's Support/Logistical activities.

Specific duties include:

- a. Ensures that physical security maintained.
- b. Coordinates mess and transportation support in conjunction with the unit's training mission. Attends all unit training meetings to assess unit requirements.
- c. Ensures that sufficient supplies are on hand for barracks maintenance.
- d. Ensures that company vehicles are properly dispatched and that preventive maintenance is performed.
- e. Coordinates with ISG to ensure that suspenses are met.
- f. Maintains liaison with Battalion Executive Officer.

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- g. Serves as Company Physical Training Officer.
- h. Serves as Company Safety Officer.
- i. Keeps the Company Commander informed of all matters pertaining to operations and training.
- j. Responsible for being familiar with applicable training memoranda and taking action as required.
- k. Monitors tasks accomplished and schedules re-training events as required.
- l. Produce and turn in weekly training schedules according to company commander guidance.
- m. Establishes and maintains liaison with the BN S3, the BN S4.
- n. Serves as the company expert on logistics and company requirements.
- o. Requests, draws, and issues required supplies from the S4.
- p. Coordinates, publicizes, and monitors all issues/turn-ins for the company to include, but not limited to:
 - 1) MREs.
 - 2) Required supplies and TA-50 items.
 - 3) Weapons and cleaning supplies.
- q. Conducts 100% daily accountability of weapons and sensitive items. This count must be conducted once when opened and once before closing. Reports all discrepancies immediately to the Company Tactical Officer and Battalion Commander.
- r. Conducts a 100% serial number check with the Company Tactical NCO, of all weapons and sensitive items. Report any discrepancies immediately to the Company Commander.
- s. Works with the BN S4 for any Transportation on any transportation requirements or issues.
- t. Works with the Company Tactical Noncommissioned Officer in reporting all barracks damage or items which require work.
- u. Ensures all items are signed for and hand receipted IAW with current Supply Update. Any questions on proper procedure should be voiced to either the Company Tactical Officer or Cadet BN S4.

13. Platoon Leader. Under direction of the Company Commander, leads the platoon in the accomplishment of all missions. Responsible for the readiness, safety, administration, discipline, morale and welfare of the platoon.

Specific duties include:

- a. Ensures that platoon members are informed of anticipated training, operations and requirements. Establishes an effective two-way flow of communication within the platoon.
- b. Maintains high standards of personal appearance, morale and professional conduct.
- c. Maintains a high standard of barracks cleanliness. Holds squad leaders accountable for their areas of responsibility through daily inspection.
- d. Keeps the commander informed of all issues affecting the platoon.

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e. Ensures training results for all Cadet Candidates are intensively managed (i.e., MOS results, PT results, and leadership evaluations).

f. Develops CCBT training for platoon.

g. Develops weekly training schedule for platoon and submit to XO.

14. Platoon Sergeant. Second in command of the platoon and the senior Cadet noncommissioned officer in the platoon. Responsible to the platoon leader and oversees the administrative and logistical support for the platoon.

Specific duties include:

a. Clearly explains expectations of subordinate squad and team leaders.

b. Seeks guidance from the chain of command as necessary.

c. Trains subordinates in the proper wear and care of their uniforms and equipment.

d. Supervises the squad leaders within the platoon.

e. Keeps subordinates informed.

f. Plans and conducts day-to-day details.

g. Conducts team and squad training.

h. Supervises daily events as required by training schedules.

i. Supervises the movement of troops.

j. Ensures subordinates know the schedule of activities well in advance.

k. Inspects subordinates' equipment for serviceability and accountability.

l. Ensures all equipment is properly secured and stored.

m. Checks appearance and condition of troop billets.

n. Keeps an accountability of each subordinate and his/her whereabouts and provides accurate personnel status reports.

o. Monitors subordinates who are going on sick call or other appointments.

p. Monitors the readiness status of the platoon.

q. Emphasizes safety at all times, looks for and corrects unsafe acts.

r. Inspects uniforms and equipment for completeness, serviceability, and that personal and government equipment are properly secured.

s. Counsels personnel as required, in areas mentioned above where shortcomings are noted, and in areas such as conduct, physical fitness and leader skills.

t. Leads the platoon through all training and PT, setting a positive example.

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15. Squad Leader. Under the supervision of the platoon sergeant and in accordance with directives issued by the platoon sergeant, supervises the squad. The squad leader is responsible to the platoon leader for the discipline, internal administration, supply, maintenance, training, morale, and general efficiency of the squad.

Specific duties include:

- a. Teaches the squad about accountability, readiness and serviceability of arms, and serviceability of clothing and other assigned equipment.
- b. Trains the squad on selected military skills.
- c. Clearly explains what is expected from each subordinate in the squad.
- d. Provides advice to the chain of command when necessary.
- e. Inspects subordinate's equipment often and holds subordinates responsible for damages and losses.
- f. Checks squad members to see if they are maintaining their equipment.
- g. Supervises daily events as required by training schedule.
- h. Supervises the movement of the squad.
- i. Lets members of the squad know the schedule of activities well in advance.
- j. Ensures weapons and equipment are properly secured and stored. Conducts serial number checks on weapons after every movement in the field.
- k. Assigns responsibility for common-use areas, i.e., stairwells, halls, outside police area, etc.
- l. Keeps the platoon sergeant informed.
- m. Maintains established standards of personal and barracks appearance.
- n. Makes sure that the squad is always on time for training and movement.

16. Company Training Officer. Responsible to the Company Commander for all matters pertaining to operations and training. Under the supervision of the Company Executive Officer coordinates and monitors all operations and training activities.

Specific duties include:

- a. Establishes and maintains liaison with the Battalion Operations Officer.
- b. Through the Executive Officer, keeps the Company Commander informed of all matters pertaining to operations and training.
- c. Actively supervises the Company Training Sergeant in the performance of his or her duties. This includes assignment of tasks, providing guidance for task accomplishment, supervising task accomplishment and providing performance feedback.
- d. Responsible for being familiar with applicable training memoranda and taking action as required.
- e. Monitors tasks accomplished and schedules re-training events as required.

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17. Company Training Sergeant. Under the supervision of the Company Training Officer, assists in coordinating all matters pertaining to operations and training.

Specific duties include:

- a. Learns the duties of the Company Training Officer. Assumes responsibility for these duties during the absence of the Training Officer.
- b. Ensures the company training schedule and training board is up to date and that the Chain of Command is aware of upcoming events. Responsible for ensuring that changes are posted to the training schedule and that the changes are disseminated in a timely manner.

Performs other duties as determined by the Company Training Officer or Platoon Sergeant

18. Company Supply Officer. Company Supply Officer is the principal assistant to the Company Commander for logistical matters within the company. Under the supervision of the Company Executive Officer and First Sergeant, coordinates all logistical matters which affect the company to include: mess hall related matters/actions, supply, services, maintenance, and transportation. Works with the Battalion S4 and staff to solve all logistical issues.

Specific duties include:

- a. Establishes and maintains liaison with the Battalion S4 and Staff .
- b. Serves as the company expert on logistics and company requirements.
- c. Requests, draws, and issues required supplies from the Battalion S4, Supply.
- d. Works with the Battalion S4 to ensure the company has the correct amount of allotted tables in the Mess Hall. Executes a mess plan IAW established SOPs for field feeding. Assist KPs with meals served in the field from the Mess Hall.
- e. Coordinates, publicizes, and monitors all issues/turn-ins for the company to include, but not limited to:
 - 1) Miles equipment.
 - 2) MREs.
 - 3) Required supplies and TA-50 items.
 - 4) Weapons and cleaning supplies.
- f. Conducts a 100% serial number check weekly, with the Company Tactical NCO, of all weapons and sensitive items stored in the arms room. Reports any discrepancies immediately to the Company Commander.
- g. Works with Battalion S4 on any transportation requirements or issues.
- h. Supervises laundry and dry cleaning procedures. Publishes the turn-in/issue laundry/dry-cleaning schedule to the company. Reports any discrepancies immediately to the Company Commander.
- i. Ensures all cadre and Cadet Candidate clothing is marked IAW CCBT SOP. Delivers any unidentifiable clothing items to the Battalion S4.
- j. Works with the Company Tactical Noncommissioned Officer in reporting all barracks damage or items which require work.

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k. Ensures all items are signed for and hand receipted IAW with current Supply Update. Any questions on proper procedure should be voiced to either the Company Tactical Officer or Battalion S4.

l. Monitors the maintenance, fueling, daily PMCS, and cleanliness of the vehicles assigned to the company. Ensures each vehicle possesses chalk blocks, and that drivers place them under vehicle tires when the vehicle is not in use.

m. Performs any other duties assigned by the Company Commander, Executive Officer, and First Sergeant.

19. Company Supply Sergeant. Under the supervision of the Supply Officer, assists in the coordinating of unit logistical matters. Performs other duties as assigned by the headquarters Platoon Sergeant.

Specific duties include:

a. Learns the duties of the Supply Officer and assume responsibility for them in his or her absence.

b. Performs duties as determined by the Supply Officer. Recommended duties include: monitor issues and turn-ins, make company mess hall table assignments, and prepare weekly barracks damage report.

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CHAPTER 14 – Leader Evaluation and Development: Philosophy and System Design

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1. General. The West Point Leader Development System (WPLDS) sets forth the organizing framework around which the four years of the West Point Experience are designed. The eight developmental outcomes of WPLDS form the basis for the developmental activities occurring during the 47-month period between Reception Day and Graduation Day. Supporting each of these developmental outcomes are the Academic, Military, Physical and Character Programs.

2. Purpose. The purpose of the Leader Evaluation and Development System is to support the USMA mission which is *“to educate, train, and inspire the Corps of Cadets so that each graduate is a commissioned leader of character committed to the values of Duty, Honor, Country and prepared for a career of professional excellence and service to the Nation as an officer in the United States Army.”* The Leader Evaluation and Development System (LEADS) accomplishes this mission through the use of two separate, yet interrelated, processes: the development process and the evaluation process.

3. Development Process. The terms “leader development” and “leadership” are not interchangeable. Leader development is the process of developing or promoting the growth of confident, competent military leaders who understand and are able to exploit the full potential of present and future doctrine, organizations, technology, and equipment. Leadership, on the other hand, is the process of influencing others to accomplish the mission by providing purpose, direction, and motivation. Leadership is the product of the leader development process.

The Development Process provides a continuous and cumulative process of education and training, experience, assessment, remediation and reinforcement, and feedback. *Figure 14-1* graphically depicts the process at the subordinate’s and leader’s level.

Figure 14-1



a. Development Process (Subordinate). The development process may be viewed from the subordinate’s and leader’s perspectives. The process from the perspective of the subordinate is as follows:

1) Learn. The learning phase of the process is gaining an understanding of your role in the execution of the assigned task or duty and the expectations of your first line leader. The framework of the traits of character and competence described in the Periodic Development Review provide the structure in which this learning occurs.

2) Practice. The practice phase of the process is the application of previous knowledge and skill toward the accomplishment of the assigned task or duty. It is expected that initial practice sessions may demonstrate only the knowledge aspects of the requirement. As the developing subordinate is able to accomplish the desired task(s), emphasis shifts towards developing the desired attitudes and approach to task accomplishment. This occurs as the leader identifies and reinforces desired attitudes and values. The ease of accomplishment, demonstration of desire, attitudes, values, and internalization of these aspects occurs through continued practice.

3) Receive Coaching/ Feedback. Subordinates are responsible for applying the developmental information gained through coaching and feedback towards improved or continued successful performance.

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4) Additional Training. Subordinates are responsible for participating in additional training (remediation) as required to meet the standards. In all cases, the leader (whether Cadet or instructor) must train the subordinate to standard.

b. Development Process (Leader). The process from the perspective of the leader is similar to the subordinates, however, leaders also have the additional duty as the primary developers of their subordinates. They are required to train, observe, evaluate, coach and provide additional training as necessary.

1) Train. The leader is responsible for training subordinates on the skills required to be successful.

2) Observe. The leader is responsible for observing and recording evidence of development and performance, as subordinates practice required skills. The eight developmental outcomes of the WPLDS provide the organizing framework for these developmental observations.

3) Evaluate/Assess. The leader must assess performance that is observed. Again, the WPLDS provides the framework for this assessment. This assessment forms the basis for developing feedback to the Cadet being observed. Another use of this assessment is the assignment of a Military Development grade (see Chapter 17).

4) Coaching/Feedback. The leader must accurately convey to the subordinate the strengths and weaknesses observed and assessed both on the specific task performed and periodically in a summary form across a range of tasks and situations.

5) Additional Training. The leader must provide additional training (remediation) to the subordinate to bring performance up to an acceptable standard and should use all available resources (Cadet chain of command, TAC Team, instructional manuals, etc.) to bring the subordinate's performance up to an acceptable standard.

4. Evaluation Process. As discussed above, effective leader development requires both a developmental activity (chain of command position, military training, classroom duties, etc.) and evaluation process (the measurement of overall performance against institutional standards). The evaluative process focuses primarily on the gathering and assessment of behavioral and performance data.

a. Sources of Evaluative Information. LEADS uses a number of sources to gather information regarding Cadet performance and behavior. The system triangulates observations on a Cadet by including feedback from above (chain of command), across (through peer reviews), and below (through subordinate reviews), as well as observations from others in the Cadet's environment who have a unique view of Cadet performance (e.g. coaches, club officers-in-charge, staff and faculty). As the Cadet participates in class, company duties, chain of command positions and other activities, performance feedback is generated for the leader's use.

b. Evaluations. Twice each term and once each summer training detail, Cadets receive an assessment of their Military Development. This assessment is captured in a leadership grade called a Military Development (MD) grade. This grade represents a summative judgment by Cadet and officer/NCO raters and is based on developmental data, personal observations, and other reports as measured against a set of criteria which identify expectations of growth and achievement across a range of performance.

c. Counseling. The key linkage between the two processes is counseling. Both the evaluation process and the developmental process generate information. This information must be synthesized and provided to subordinates by leaders. Periodic counseling lets subordinates know how they are doing and if they are progressing satisfactorily. This is a crucial leader responsibility.

CHAPTER 15 – Roles and Responsibilities

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1. General. The development of Cadets into commissioned leaders of character is the foundation for the 47-month West Point Experience. All activities, events and requirements of the USMA experience must support this outcome. Leader development of Cadets is an interactive process involving Cadets, tactical officers and noncommissioned officers, staff, instructors, other noncommissioned officers, officer representatives, mentors, and sponsors. The formal opportunities for development (chain of command duties) are designed to be as consistent as possible for all Cadets. However, the opportunities for development will vary according to individual Cadet needs, experiences and assignments. Tactical officers support LEADS by effectively integrating the academy systems, shaping Cadet leader development opportunities, providing objectivity, and identifying and developing Cadets who fall outside of acceptable developmental standards. Cadet active participation is also essential, as LEADS is a Cadet-centered system. Each class within the Corps has a specific leadership role, a distinct set of behavioral expectations, and a general knowledge base. It is with these tools that they embark upon the process of becoming leaders of character. Cadets define tasks for fellow Cadets, observe and assess one another, and counsel each other regarding their performance of the assigned tasks. The demands upon the leaders are great; however, the developmental rewards associated with experiencing the process are invaluable.

2. Cadets.

a. First Class. Cadet Officers are responsible for the effective leadership and collective training of organizations within the Corps of Cadets, down to platoon level. They are charged with the establishment, attainment, maintenance, and exhibition of sound goals, standards of behavior, and values within their organizations. They are obligated to develop subordinates in such a fashion so as to foster teamwork, cohesion, and the desire to excel in all areas of Cadet endeavors. First class Cadets receive guidance and direction from Tactical Officers, Tactical NCOs, and other officers and NCOs within their chain of command.

Specific responsibilities include:

- 1) Conducts initial counseling sessions with subordinates and ensures they are properly documented on a developmental counseling form.
- 2) Observes subordinate's performance as required in this Chapter and records behavioral observations in their Leader Log.
- 3) Conducts mid-term counseling of assigned subordinates.
- 4) Conducts additional counseling as required and documenting them on a DA Form 4856.
- 5) Conducts Periodic Development Reviews as required.
- 6) Assigns Military Development (MD) grades in accordance with Chapter 17.
- 7) Maintains a leader log as appropriate for their assigned chain of command duty position.
- 8) Prepares peer reviews as directed.

b. Second Class. Cadet Sergeants are responsible for the effective leadership of small units and individuals within the Corps of Cadets. They are charged with the maintenance of sound goals, standards of behavior, and values in concert with the guidance of the chain of command. They utilize the one-on-one supervisor as a developmental resource to develop individual team members in such a fashion as to foster teamwork, devotion to excellence, and concern for the subordinate.

Specific responsibilities include:

- 1) Conducts initial counseling sessions with subordinates and ensures they are properly documented on the Periodic Development Review (PDR).

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- 2) Observes subordinate's performance as required and records behavioral observations in leader log.
- 3) Conducts mid-term counseling of assigned subordinates.
- 4) Conducts additional counseling as required and documenting them on a DA Form 4856.
- 5) Conducts Periodic Development Reviews as required.
- 6) Assigns Military Development (MD) grades in accordance with Chapter 17.
- 7) Maintains a leader log as appropriate for their assigned chain of command duty position.
- 8) Prepares peer and subordinate reviews as directed.

c. Third Class. Cadet Corporals are responsible for the first-line, one-on-one development of their team members. Drawing on recent experiences as a Cadet private, corporals offer expertise, counsel, and methodology to expedite the transition process and development of the Fourth Class Cadets in the organization. Obligated to attain and maintain those standards of behavior, values, and goals espoused by the leadership within the organization, Cadet Corporals readily offer and provide assistance to team members and demonstrate, through performance, embodiment of a duty concept. Specific responsibilities include:

- 1) Observes subordinate's performance and records behavioral observations in their leader log.
- 2) Counsels as required and documents it on the PDR.
- 3) Prepares assigned peer and subordinate reviews at the end of each term.
- 4) Assigns Military Development (MD) grades in accordance with Chapter 17.

d. Fourth Class. Cadet Privates are responsible for effectively transitioning to and developing within the organization. They are charged with knowing assigned tasks and jobs and demonstrating enthusiasm in the accomplishment of these tasks and jobs. Privates need to seek assistance as necessary. The team member serves as the foundation of the organization, continually striving to emulate the standards of behavior and values consistent with the goals of the organization.

e. Leader Logs. The leader log is the repository of all developmental information collected during the course of the performance period. The leader log is not intended to be an inflated, paper-driven exercise. On the contrary, a fully acceptable leader log is a single three ring-binder containing for each subordinate their biography sheet, any *Cadet Observation Report* (USMA Form 2-50) submissions received on this Cadet, PDRs and any other relevant documents. Most importantly, the leader log should contain notes on the leader's observations of the subordinate's performance throughout the performance period. It is through the use of these observations that the leader is able to provide the essential developmental feedback to the subordinate. In addition, the leader uses these observations to substantiate both the assessments and the MD grade for the performance period.

3. Company Tactical Officer (TAC). The TAC assumes the role of a mentor, coach, teacher, and role model as he/she interacts with the Cadets in the company, particularly the chain of command. The TAC provides the First Class leadership with guidance, and charges them to lead the company professionally, seeking excellence in all endeavors. The First Class must be tasked with the same involvement with subordinates that all leaders assume, encouraging them to develop their subordinates at all times. The TAC is expected to create a relationship of mutual trust and respect, understanding, and confidence with each Cadet in the company. Additionally, the TAC encourages a climate within the company in which Cadets are trusted with the operation of their organization. The TAC is the primary integrator of the four developmental programs (academic, military, character and physical) and is responsible for monitoring and facilitating each Cadet's overall development and the unit climate. Since the TAC receives information on the development of each Cadet from numerous sources, he or she must always be conscious of the Cadet's leadership growth. The TAC must take particular care to place Cadets experiencing leader development problems in positions that allow development of identified weak areas. By placing heavy emphasis on

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the framework and process of sequential leader development, the TAC sends an explicit message to the leaders of the company--lead with vigor and take the time to develop your subordinates.

Specific responsibilities include:

- a. Sets an example, worthy of emulation, in all aspects of professional and personal conduct, knowledge, leadership and ethics.
- b. Prepares and supervises the execution of Special Leader Development Programs (SLDPs).
- c. Counsels Cadets monthly who are under SLDPs and documenting the counseling on DA Form 4856.
- d. Monitors the completion of PDRs at specified times in the term.
- e. Assigns MD grades and supervises the MD grading process for the Cadet company.
- f. Monitors the Cadet chain of command in their developmental efforts of subordinates (e.g., conduct of initial and monthly counseling, completion of Periodic Development Reviews, MD grading, etc).

4. Company Tactical Noncommissioned Officers (TAC NCO). The TAC NCO is the principal assistant to the TAC in individual Cadet leader development. The TAC NCO assists the TAC in creating a relationship of mutual trust and respect, to understand and to gain the confidence of each Cadet in the company with particular emphasis on Cadet corporals and sergeants. Additionally, the TAC NCO works with the TAC to encourage a climate within the company in which Cadets are trusted with the operation of their organization. The TAC NCO provides Cadets with guidance and charges them to lead the company professionally, to seek excellence in their endeavors. The TAC NCO is primarily responsible for monitoring and facilitating third and second class Cadet overall development and the unit climate. Since the TAC NCO receives information on the development of each Cadet from numerous sources, he or she must always be conscious of the Cadet's leadership growth. The TAC NCO recommends to the TAC leadership assignments for Cadets experiencing leader development problems in positions that allow development, monitoring and measuring of identified weak areas.

Specific responsibilities include:

- a. Sets an example, worthy of emulation, in all aspects of professional and personal conduct, knowledge, leadership and ethics.
- b. Advises the TAC on the preparation and execution of Special Leader Development Programs (SLDPs) for Cadets.
- c. Monitors the completion of PDRs are specified times in the term.
- d. Conducts MD grading and supervising the MD grading process for the Cadet company.
- e. Monitors the chain of command in their developmental efforts of subordinates (e.g., conduct of initial and monthly counselings, completion of Periodic Development Reviews, MD grading, etc).
- f. Assigns Cadets to leadership positions during academic year and summer term.

5. USMA Staff and Faculty. The integrated program of Cadet professional development is also found in the opportunities where Cadets interact with the USMA staff and faculty. In these various settings, Cadets observe and emulate the example displayed by the staff and faculty. This interaction provides opportunity for members of the staff and faculty to offer formal input about the Cadets' performance.

Specific responsibilities include:

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- a. Sets an example, worthy of emulation, in all aspects of professional and personal conduct, knowledge, leadership and ethics.
- b. Supervises and interacts with Cadets in the classroom, as company academic counselors, as officer representatives to athletic teams and extra-curricular activities, and as sponsors and mentors.
- c. Assesses Cadet leader development as demonstrated in the classroom. Such assessment is separate from the evaluation of the Cadet's mastery of a particular academic subject as expressed in the Cadet's grade for the course. Instructors provide essential developmental feedback to Cadets in their classes, by describing and assessing those behaviors in this environment which significantly contribute to the Cadet's development into a leader of character. These developmental comments serve to reinforce institutional values and to set examples for Cadets to follow.
- d. Prepares Cadet Periodic Development Reviews (PDR) on assigned Cadets. Instructors must counsel those Cadets on whom they have prepared a PDR prior to submitting the final PDR for inclusion in the Cadet record.

Just as with academic instructors, other USMA staff members can provide assessment of Cadet leader development as demonstrated in any one of the many developmental opportunities that exist for Cadets. The USMA staff members should provide input to the tactical officer about a Cadet's noteworthy performance through use of USMA Form 2-50, Cadet Observation Report or the PDR.

6. Corps Squad Team Coaches and Officer Representatives. Coaches and officer representatives have significant influence on the leader development of the Cadets associated with their activity. Coaches of teams are responsible for assisting the company tactical officers in developing in their Cadets a competitive attitude, team spirit, leadership, and tenacity. They assist in the attainment of personal ethical standards that habituate appropriate behavior towards others and conformity to established rules and regulations. Their activities should provide an image of Cadets, individually and collectively, which portray the highest ideals of the military profession. The teams provide a source of pride for individual Cadets involved and for the Corps of Cadets in general. Intercollegiate teams and extracurricular clubs furnish excellent leadership training opportunities for those Cadets involved, especially those who hold such positions as team captain or head manager. Coaches and officer representatives formally assess and counsel Cadets when necessary and channel the information back to the Cadet's company chain of command.

Specific responsibilities include:

- a. Sets an example, worthy of emulation, in all aspects of professional and personal conduct, knowledge, leadership and ethics.
- b. Supervises and interacts with Cadets in the performance of their duties and responsibilities on athletic teams and extra-curricular activities, and serving as mentors.
- c. Assesses Cadet leader development, as demonstrated in practice and competition. These developmental comments serve to reinforce institutional values and to set examples for Cadets to follow.
- d. Prepares Cadet Periodic Development Review (PDR) on team captains and head managers as directed in Chapter 16. The coach or head officer representative must counsel those Cadets on whom they have prepared a PDR prior to submitting the final PDR for inclusion in the Cadet record.

7. Club Officers-In-Charge. Club officers-in-charge and coaches have significant influence on the leader development of the Cadets associated with their activity. Coaches of competitive sports clubs are responsible for assisting the company tactical officers in developing in their Cadets a competitive attitude, team spirit, leadership, and tenacity within their Cadets. They assist in the attainment of personal ethical standards that habituate appropriate behavior towards others and conformity to established rules and regulations. Their activities should provide an image of Cadets, individually and collectively, which portray the highest ideals of the military profession. Extracurricular clubs also furnish excellent leadership training opportunities for those Cadets involved, especially those who hold such positions as a team captain or club officer. Coaches and OICs formally assess and

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counsel Cadets when necessary and channel the information back to the Cadet's company chain of command.

Specific responsibilities include:

- a. Sets an example, worthy of emulation, in all aspects of professional and personal conduct, knowledge, leadership and ethics.
- b. Supervises and interacts with Cadets in the performance of their duties and responsibilities on athletic teams and extra-curricular activities, and serving as mentors.
- c. Assesses Cadet leader development, as demonstrated in practice and competition. These developmental comments serve to reinforce institutional values and to set examples for Cadets to follow.
- d. Prepares Periodic Development Reviews (PDR) on selected Cadets as directed in Chapter 16. Coaches or OICs must counsel those Cadets on whom they have prepared a PDR prior to submitting the final PDR for inclusion in the Cadet record.

8. Chief, Leader Development Branch

Specific responsibilities include:

- a. Supervises the implementation of the LEADS process within the Corps of Cadets.
- b. Provides training and information on the web-based PDR for use by the Corps of Cadets and members of the staff and faculty each term.
- c. Supervises the implementation of the MD grading process to include software management, final reports to the Office of the Dean and input to the S1, USCC for the MPST/MPSC.
- d. Serves as the proponent agency for USCC PAM 6-22.
- e. Serves as the proponent agency for the Military Program Score.

9. Brigade/Regimental Tactical Officers.

Specific responsibilities include:

- a. Recommends approval of MD grades to the Commandant.
- b. Makes recommendations through the chain of command to the Commandant regarding the disposition of Cadets who have failed MD during the current or previous term.
- c. Supervises and approves SLDPs.
- d. Selects the chain of command for the summer and academic terms.
- e. Makes recommendations to the Academic Board regarding the disposition of Cadets who are deficient in MD or MPSC during the current or previous term.
- f. Makes recommendation to the Commandant and Superintendent for the Brigade and Regimental key leaders/ Chain of Command.

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CHAPTER 16 – Developmental Subsystem

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1. Purpose. The purpose of the developmental subsystem is to provide a structure and a systematic means for the leader development of individual Cadets within the Corps. The focus of this effort is providing appropriate developmental feedback to the individual Cadet, who then uses the information received from various sources and at various times to develop a self-improvement plan to maintain noted strengths and to improve those areas of deficiency. This chapter outlines the processes of, and establishes procedures for, the developmental subsystem of the West Point Leader Development System (WPLDS).

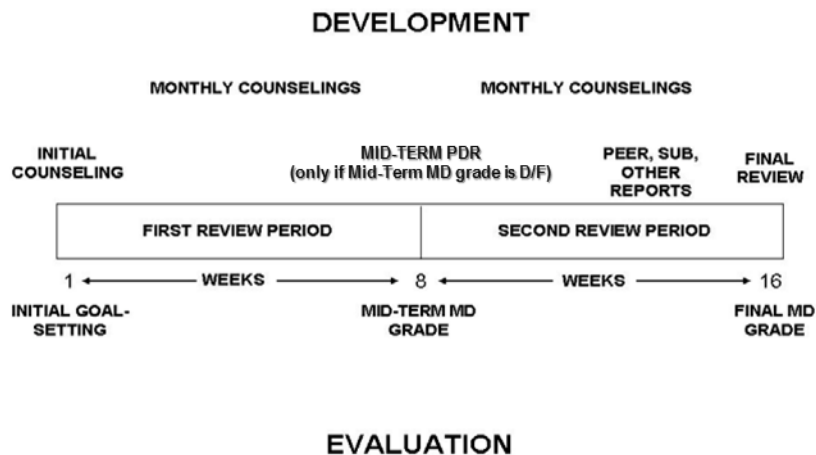
2. Goal. The goal of the developmental subsystem is to enhance the leader development of every Cadet in accordance with the roles established for each class, so that each Cadet becomes a commissioned leader of character, inspired and prepared to lead soldiers successfully and ethically.

3. Objectives. In support of this goal, the following objectives have been established:

- a. To provide appropriate feedback to individual Cadets on their continued development of the desired behaviors, attributes and traits which lead to growth into leaders of character.
- b. To optimize the opportunities for those who observe Cadets and provide developmental feedback to Cadets and TACs.
- c. To provide a structure through which the leader can utilize this input to develop subordinates.
- d. To minimize the gaps between the subordinate's perceptions of his/her performance and others' appraisals.

4. Overview. This process is ongoing and has two main purposes; first, to inform the Cadet of the progress of his/her leader development, and second, to provide the leader an opportunity to develop observation and assessment skills, and appropriate counseling techniques. Chapter 18 and Chapter 19 specify the rating/developmental schemes for the Corps of Cadets. The Development Process consists of four steps: initial counseling, recording of observations, preparation of the Cadet Periodic Development Review (PDR) and counseling of the Periodic Development Review. Each of the four steps will be completed during each of the two performance periods. *Figure 16-1* provides an overview of the academic term performance periods during the academic year.

Figure 16-1



a. **Review Period.** The year is divided into three terms. This includes two academic terms and one summer term. A review period is that period of time beginning with the initial counseling session and/or the first periodic development review each term and ending with the final periodic development review. During this period, the Cadet works to achieve the goals and meet the requirements of his/her assigned duties.

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b. **Initial Counseling.** The term commences with an initial counseling session between the leader and subordinate. The initial counseling session is the first step in the developmental process and will be completed by the end of the first week of classes of each academic term. The purpose of this session is to establish the subordinate's developmental goals and performance objectives. These goals and objectives will include the goals required by the leader and the unit, as well as personal goals. The establishment of these goals will be an interactive process during which the subordinate and leader will, at a minimum, come to an agreement on the following and annotate the counseling:

- 1) Subordinate's duties and responsibilities. What exactly are the subordinate's duties and responsibilities during the rating period?
- 2) Performance standards. What are the standards for each task that must be accomplished? What will each task look like if it is accomplished to standard?
- 3) Development goals. What are the specific leader characteristics or behaviors, which the rated Cadet would like to improve upon during the rating period?
- 4) Performance objectives. What are the specific, measurable performance objectives which will indicate development in the desired leader characteristics?

The leader should also discuss other personal issues or items of concern that affect the subordinate being counseled, in order to focus attention and assistance on areas that need improvement (e.g., academics, physical fitness, or interpersonal skills). The leader is required to make a record of the initial counseling session. This will allow for a review of those areas discussed at the appropriate times throughout the term. The Cadet being counseled will capture these goals and objectives on their initial self PDR.

c. **Recording Observations.** Throughout the performance period, leaders should record observations of Cadet performance as they participate in numerous developmental opportunities, beginning immediately after the initial counseling session and continuing until the end of the performance period. Recording observations constitutes the second step in the developmental process. During this step, the leader maintains a record (leader log), noting exceptional or substandard performance, in order to see general trends. The leader log will at a minimum contain for each subordinate a personal data sheet; a copy of the PDR; records of all counseling sessions, observation reports, and other indicators of development and performance.

d. **Preparation of the Periodic Development Review (PDR).** At the end of each term, the rater is responsible for preparing a formal PDR on-line. The leader prepares for the PDR by collecting all information gathered during the performance period, such as leader log notes, Cadet Observation Reports, and counseling statements. After all of the available information is collected, the leader makes an assessment of the subordinate's development and performance by analyzing the collected information to determine the degree to which the subordinate met the developmental expectations; and how he or she performed while striving to meet the goals set in the initial counseling session. Preparing the PDR constitutes the third step in the developmental process.

e. **Conduct of the counseling session.** After the completion of each review and before the beginning of the next performance period, the leader and subordinate will review together the subordinate's performance during the performance period. The purpose of this session is to discuss the subordinate's progress and to provide formal feedback on that progress. Using the draft PDR, the leader will discuss with the subordinate the extent to which the subordinate has demonstrated the attributes and competencies listed on the PDR, noting both areas to sustain and improve along with any change from the previous performance period and any areas requiring further attention. Together, the leader and subordinate will formulate a plan for improvement during the subsequent performance period. It is essential that the subordinate and the leader develop plans for changing weaknesses into goals for the next performance period.

5. The Periodic Development Review.

a. The PDR is intended to provide developmental information to the individual Cadet on their leadership abilities. The PDR should be completed with this in mind. Those who wish to provide specific performance

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data to the TAC team should use a Cadet Observation Report or another medium.

b. The PDR is structured to provide the Cadet feedback on their development in accordance with ADRP 6-22 leadership attributes and competencies (Character, Presence, Intellect, Leads, Develops and Achieves) and the West Point Leader Development System (WPLDS). The PDR consists of three parts:

1) Part I. Administrative data. This section provides the name, class, company, term and current military duty position of the Cadet being assessed. It also contains the name, rank, PDR type, organization of the individual completing the PDR and the date of the completed review being submitted.

2) Part II. Assessment. This section consists of 23 questions, addressing the development of attributes and competencies within the framework of WPLDS and ADRP 6-22. Additionally, the individual completing the assessment is required to identify a sustain and improve for each section and support with a comment focusing on the Cadet's demonstrated action and plan for improvement.

3) Part III. Overall performance. This section contains an overall performance rating consisting of "Most Qualified", "Qualified" and "Not Qualified". There is no required distribution of markings among these ratings; however, the majority of Cadets should fall in the "Qualified" range.

c. For all reviews other than peer and subordinates, the individual submitting the review is required to prepare a draft review, save and print it, and conduct a face-to-face counseling of the contents of the review with the affected Cadet. After this counseling, the submitting individual may edit the review, based on the results of the counseling session and then submit the final review for inclusion in the Cadet's file. Since peer and subordinate reviews are intended to be anonymous, the individual submitting the review will not discuss the contents of the review with the affected individual before submitting the review.

d. Each Cadet will have access, via the Cadet Information System, to copies of all PDRs prepared on them, or by them on other Cadets. The names of the Cadets submitting a peer and subordinate PDR will be blocked from Cadet view, but visible by TACs.

e. Once a Cadet receives two PDRs, the CIS will display for each Cadet a composite of the PDRs. This composite will show, for each behavior assessed in the PDR, the Cadet's average marking for that behavior. A summary sheet of all comments sorted by sustains and improves will also be displayed in CIS. This summary views should serve as another data point for Cadets and TACs to use when developing self-improvement plans.

6. When Periodic Development Reviews are prepared.

a. Required submissions.

1) Self-assessment. Each Cadet, regardless of class or duty position, will complete a PDR on themselves before the beginning of the second week of classes of the fall and spring terms. This PDR will be filed in AMS and available for the Cadet to later compare his/her self-perceptions against those received from external sources. It is also used for Cadets to set goals with their rater.

2) Chain of command. The Cadet rater prepares a PDR for his/her rated Cadets that have achieved a D or an F for mid-term grades. The Cadet Rater prepares a PDR for every Cadet that he/she rates at the end of the semester.

3) Peer Reviews. Cadets will prepare peer reviews on designated Cadets of their class at the end of each term. These reviews assist in identifying strengths or weaknesses in leader development as perceived by a Cadet's peer. The TAC may also use them when counseling Cadets. These reviews are intended to be anonymous to the rated Cadet. Cadets completing these reviews should ensure they enter no personally-identifiable information. Cadet leadership will ensure that every Cadet receives at a minimum one peer review per semester. Additional reviews may be completed as desired.

4) Subordinate Reports. Cadets will prepare subordinate reviews on Cadets of the next higher class at

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the end of each academic term. These reviews provide developmental input to the Cadet from a subordinate's perspective. The TAC may also use them when counseling Cadets. These reviews are intended to be anonymous; Cadets completing these reviews should ensure they enter no personally-identifiable information. Each class will complete a minimum of one subordinate review as assigned.

5) Instructors will be assigned Cadets to prepare an end of term PDR on from among those whom they teach. There is no forced distribution of rankings for these reports. Additional reviews may be completed as desired. Short-term specific behaviors noted by instructors may be recorded on USMA Form 2-50 (Cadet Observation Report) and submitted to the Cadet's tactical officer.

6) Coaches, ORs and Club OICs will complete PDRs on participating Cadets in their respective activity. There is no forced distribution of rankings for these reports. These reviews will be submitted at the end of each academic term during the same period that all other Cadets receive PDRs.

7) Company Athletics. DPE Company athletic monitors and guidance officers will complete a PDR on designated Cadets. All reviews are based on leadership performance and will be submitted either at the conclusion of a sports season or on the suspense established.

8) TAC Officers and TAC NCOs will complete at a minimum one PDR on each Second Class Cadet in their company prior to the end of each semester.

b. **Optional submissions.** All Cadets and members of the staff and faculty have the option of preparing optional PDRs on Cadets at any time. The link to the automated PDR app is located on the main screen in AMS. As with required reviews, those who submit optional PDRs in any category other than "peer" or "subordinate" must conduct a face-to-face counseling with the affected Cadet before submitting the final PDR to the Cadet's file.

c. **PDR motivational Videos.** To motivate yourself and subordinates, view the following PDR videos:

- 1) <https://www.youtube.com/watch?v=A-a88j6XSL0>
- 2) <https://www.youtube.com/watch?v=SJ3uJkQiaJg>
- 3) <https://www.youtube.com/watch?v=LkostA-RB6w>

CHAPTER 16 – Appendix Development of Cadets on Non-Standard Timelines

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1. Purpose. To provide organizational and structural information for how to properly adjudicate Cadets that have irregular circumstances affecting their standing within the USCC.

2. Objective. The objective of these below-mentioned policies is to create a shared understanding and awareness about properly proceeding when a Cadet is found to have violated the Honor Code, a CDT is turned back, or if a Cadet is a two time failure for a Military Development grade. A common understanding and standardized methodology will help create predictability for both the individual Cadets affected as well as for Cadet CoC and TAC Teams.

3. Honor Violations

a. **HIH initiation:** If a Cadet has an Honor Investigation opened against them due to a potential transgression, no immediate impacts to their good standing will occur. However, if the HIH is ongoing through the end of a term, the Military Development Grade will be an NC until there is resolution with this issue. Tac Teams will note which grade the Cadet would have received had the honor violation not happened.

b. If the end result of the HIH is that the Cadet did not violate the Honor Code than the TAC Team will give the grade previously mentioned. If the end result of the HIH is that a Cadet violated the Honor Code, then the MD grade that was originally listed as an NC will be changed to an appropriate grade IAW the Brigade Tactical Department's MD Grading policy.

c. Once a Cadet is found, there is a period of time between the findings and the adjudication by the Superintendent. During this time, if a Cadet is serving in a leadership position, they will move to a staff position within their academic year company. If they are a Team Leader, they will become a MOS.

d. If a Cadet is found and is in the upper three classes, they will reduce in rank to PFC and retain privileges associated with that rank. Cadets may participate in specific Class Weekends such as Yearling Winter Weekend or 500th Night until the case is adjudicated by the Superintendent.

4. Conduct Violations

a. If a Cadet is the subject of an investigation related to conduct or a misconduct incident, no immediate impacts to their good standing will occur. However, if the investigation surpasses the length of that particular academic year, the Cadet that is subject to an investigation will not promote, but stay at the same rank as when the potential transgression occurred. Additionally, the Military Development Grade will be an NC until there is resolution with the issue. Tac Teams will note which grade the Cadet would have received had the conduct violation not happened.

b. If the end result of the investigation is that the Cadet did not have any wrongdoing than the TAC Team will give the grade previously mentioned. If a Cadet is found to have had a conduct or misconduct violation as the outcome of the investigation, then they will reduce in rank to PFC or as designated by the adjudicating officer. They will subsequently have privileges appropriate to that rank and the Cadet will enroll into the SLDP.

5. One Year Turnback for Upper Three Classes for Punitive Reason

a. A First Class, Second Class, or Third Class Cadet is turned back an entire year due to an Honor Violation, Conduct or Misconduct:

1) If Cadet is turned back and retained for the remainder of the current academic year:

(a) They will immediately don the shield of the Class they now belong to and remain a PFC.

(b) The Cadet will be enrolled into the appropriate SLDP.

(c) For the following Summer Term, they will only be permitted to participate in voluntary or mandatory STAP, PIAD, CST TOC and leave.

2) If Cadet is turned back and put on administrative leave until the following August Re-Organization Week:

(a) As these Cadets prepare to depart, they will immediately become MOS regardless of which class they are and don the appropriate class shield.

(b) If this adjudication is enacted after the term that the transgression occurred, then they will not receive an MD grade for the Semester they are in, they will simply withdraw.

(c) Upon re-entrance to USCC:

(1) Cadets may fill a leadership position aligned with their new Class

(2) Cadets retain rank of PFC with associated privileges and will be enrolled into the appropriate SLDP.

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6. One Year Turnback for Upper Three Classes for Non-Punitive Reasons

a. A First Class, Second Class, or Third Class Cadet is turned back an entire year due to ruling by the Academic Board for a Medical, Physical, Academic, or some extenuating circumstance:

- 1) If a Cadet is turned back and retained for the current academic year:
 - (a) There will be no impact on current duty position or rank.
 - (b) There will be no impact to the Cadet's MD grade unless the ruling is related to APFT/IOCT/ABCP, at which point the Tac Team would adjudicate appropriately IAW the Brigade Tactical Department's MD Grading policy.
 - (c) Cadets will only participate in Class Weekend events that coincide with their new class. (Ex. 2nd Class Cadet turned back, wouldn't participate in either 500th Night but would attend YWW again as a class bonding experience).
 - (d) For the following Summer Term, they will only be permitted to participate in voluntary or mandatory STAP, PIAD, CST TOC and leave.
 - (e) During Graduation Week, they will simply retain the current rank and Class Shield coinciding with their new Class.
- 2) If a Cadet is turned back and sent on an immediate leave of absence until the following academic year:
 - (a) Cadet immediately relinquishes their duty position and reverts to an MOS as they outprocess
 - (b) No impact to Rank, Class Shield, or privileges
 - (c) The Cadet's MD grade for the term will move to a withdrawal.
 - (d) Upon re-entrance to USCC
 - (1) Cadet can fill any leadership position coinciding with their Class and Rank
 - (2) Rank and Shield coincide with current class

7. One Year Turnback for a 4th Class Cadet

a. A Fourth Class Cadet is turned back for an entire year by either the Superintendent or the Academic Board:

- 1) If Cadet is turned back and retained for the remainder of the current academic year:
 - (a) There will be no impact to the Cadet's MD grade unless the ruling is related to APFT/IOCT/ABCP, at which point the Tac Team would adjudicate appropriately IAW the Brigade Tactical Department's MD Grading Policy.
 - (b) The Cadet may participate in Plebe Parent Weekend
 - (c) Cadet will promote to PFC but will not don the Gold Shield of a Third Class Cadet
 - (d) Cadet will not participate in CFT but may participate in mandatory or voluntary STAP, PIAD, CST TOC, or leave.
 - (e) If the Cadet is turned back for a punitive reason then the Tac Team will determine whether or not the Cadet should scramble.
- 2) If Cadet is turned back and sent on an immediate leave of absence until the following academic year:
 - (a) No impact to Cadet as they prepare to leave.
 - (b) Upon re-entrance to USCC
 - (1) Cadet will resume the roles/responsibilities and privileges of a Cadet Private or Cadet Private First Class
 - i. If a Cadet separated and departed USMA during their second semester of their 4th Class Year, they will come back as a PFC
 - ii. If a Cadet separated and departed USMA during their first semester of their 4th Class Year, they will come back as a PVT
 - (2) Tac Teams are to execute a course of action for scrambling or retaining in the original AY Company based off the Cadet's developmental needs.

8. Cadet Receives Two Failing Grades for Military Development during Consecutive Academic Terms

- a. Cadet receives a second consecutive F in an academic year term for Military Development:
- b. Strong Recommendation for Separation.
- c. Cadet will remediate each failed semester with an academic year semester in a position that challenges them (Staff position or a green tab leadership position). This means two semesters in a conditioned status and that two semesters must be passed for remediation of the two previous failing grades.
- d. If these failures occur and remediation cannot be completed prior to graduation, then the Cadet may be turned back or set as a December Graduate to properly remediate each failed semester.

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e. Additionally, Tac Teams can set up a remediation plan where the Cadet serves two additional MD300 West Point Leader Details in both a staff position and a green tab position in an effort to remediate the previously failed semesters. This could be used as a basis for the Academic Board to consider an August Graduation.

f. See the Greenbook for options pertaining to Cadets that fail the Spring Semester of any AY. The course of action proposed above relating to multiple West Point Leader Details could be used for remediation of a single semester failed for Military Development. This is especially relevant to First Class Cadets that may fail MD402. The options above and listed in the Greenbook could expedite remediation and subsequent graduation and commissioning.

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CHAPTER 17 – Military Development Grading

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1. Purpose. To outline the procedures used by graders and counselors when completing Military Development grading and the Military Development review process. The Military Development (MD) grade is the experience-based, summative assessment of a Cadet's performance for a specified performance period in an assigned duty position and a corresponding class role. The MD grade serves several functions:

- g. Cadet development. MD grades provide specific data to be utilized in the counseling and development process. The first-line leader will be able to provide feedback to Cadets on individual performance in relation to other members of the company. Additionally, these grades allow the leader the opportunity to formulate recommendations to further the development of each Cadet.
- h. Selection for appropriate duty positions. Analysis of performance data will assist in selecting the Cadet best suited for a particular position. TACs will then be better able to place Cadets in positions and recommend them for summer training options, which maximize benefits to both the Academy and the Cadets.
- i. Practice in evaluating performance. Evaluating performance is an important military skill required of every officer. The developmental subsystem of Leader Evaluation and Development System (LEADS) provides Cadets with opportunities to practice and enhance their observation, assessment, and counseling techniques.
- j. Review Actions. Although LEADS is primarily developmental in nature, the Department of the Army and the Military Academy recognize that some Cadets may fail to meet minimum standards, as demonstrated by the MD grade earned. Such Cadets may be separated, turned back, or conditioned as appropriate. The LEADS system provides essential data to decision-makers in the review process for determining the disposition of Cadets whose development and performance are below standards.

2. The Military Development Grade. The MD grade is an experience-based, summative assessment of a Cadet's performance during the grading period. It includes all aspects and periods of a Cadet's performance and conduct, whether at USMA or away, on duty or off duty in an assigned duty position and corresponding class role, based on the traits of character and competence described in the Periodic Development Review. The only aspect not specifically part of the MD grade is purely academic performance in the classroom, which is reflected in the academic course grade and APS. A Cadet may receive a poor academic grade because he repeatedly failed to complete his homework, but his academic performance per se would not be part of his MD grade. However, when determining a Cadet's MD grade, the rater may take into account the repeated failure to do homework as a manifestation of a lack of self-discipline or an inability or unwillingness to follow orders. Similarly, while a Cadet's academic performance in PE classes is reflected in their PE grade and PPS, the MD grader should consider a Cadet's performance on the APFT and IOCT, and level of participation in company athletics or other sports as an indicator of a Cadet's willingness and ability to internalize the traits of self-discipline, teamwork, duty concept, and leadership, among others.

3. Definitions of Key Terms.

a. Proficient. Cadets are proficient in MD if their observed and reported performance during the rating period satisfies the expected standards of Cadet performance. Proficiency will be reflected through the awarding of a MD grade of 'A' through 'D'. However, Cadets must also achieve a Military Program Score-Cumulative (MPSC) of 2.00 or higher to meet graduation requirements.

b. Deficient. Cadets are deficient in MD if their observed and reported performance during the last rating period fails to satisfy the expected standards of Cadet performance. Deficiency will be reflected through the awarding of a MD grade of 'F'. Cadets found to be deficient are placed in a conditioned status. Cadets found deficient for two consecutive terms are normally recommended for separation, although Cadets may be recommended for separation for earning a failing Military Development grade in a single term.

c. Conditioned. The term "conditioned" is a probationary term that refers to Cadets who have failed Military Development for a single term and who have been identified by the Academic Board as being deficient. Cadets not in a conditioned status from the previous term, who are found deficient in MD or below the peg points for MPSC, normally will be conditioned, placed in a duty position commensurate with their identified weaknesses and subject to meeting the terms of their conditioning during the next rating period. First Class Cadets found deficient in

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Military Development during the spring term (not already serving in a conditioned status) may be retained at West Point beyond graduation and conditioned during the subsequent summer training period and the following academic term. Continued deficiency in MD during this additional period could result in a First Class Cadet being separated from USMA.

1) Cadets who receive a failing grade in MD in the Fall Term will, if conditioned, be in a conditioned status in the Spring Term. If they receive a passing grade in MD in the Spring Term, they will be removed from conditioned status.

2) Cadets who receive a failing grade in Military Development in the Spring Term will, if conditioned, be placed in a conditioned status in both the Summer Term and the Fall Term. A Cadet must earn a passing grade in both terms in order to successfully meet the terms of conditioning and be removed from conditioned status.

3) Cadets who receive a failing grade in Military Development in the Summer Term will, if conditioned, be placed in a conditioned status in the Fall Term. If they receive a passing grade in the Fall Term, they will be removed from conditioned status.

d. Rating Period. A rating period is a span of time during which a Cadet's leadership performance is observed and evaluated. There are three rating periods in the calendar year:

1) The first rating period begins on the day after graduation and ends on the first day of Reorganization Week (Summer Term).

2) The second rating period begins on the first day of Reorganization Week and ends on the first day of Winter Reorganization Week in January (Fall Term).

3) The third rating period begins on the first day of Winter Reorganization Week and ends on Graduation Day (Spring Term).

e. Special Leader Development Program (SLDP). Cadets who are deficient (MD grade of "F," or MPSC below established peg points) in a rating period will be placed in an SLDP during the next academic term. This program is designed to concentrate on developing areas of leadership performance needing improvement. The USCC policy on SLDP provides the format for preparing SLDPs. The SLDP will be forwarded to the Regimental Tactical Officer, who is the approval authority. The company TAC will submit a copy of the approved SLDP to Leader Development Branch, USCC, no later than the end of the third week of academics of the term.

4. Rating Schemes. Rating schemes are developed to support the evaluation portion of the LEADS. These rating schemes identify evaluation requirements and percent of the MD grade associated with each level of rater. Below is an explanation of the columns used on the rating schemes in Chapter 18 and Chapter 19.

a. Rated Position (Cadet). This column specifies the Cadet to be rated.

b. Rater (Cadet). This column specifies the primary counselor and rater of the rated Cadet. The Cadet listed in this column is responsible for conducting initial counseling and Periodic Development Reviews with the rated Cadet and for assigning their portion of the Military Development Grade. The percent column following this column is the rater's percentage of the MD grade.

c. Intermediate Rater (Cadet or USMA Staff and Faculty). This column specifies the intermediate rater of the rated Cadet. This Cadet is generally one level up from the rater and, while not having the level of familiarity of the rater, has a greater breadth of perspective, which allows the intermediate rater to measure the rated Cadet's performance against others in similar positions of responsibility. The percent column following this column is the intermediate rater's percentage of the MD grade.

d. Senior Rater (TAC Officer or TAC NCO). This column specifies the officer component (normally the TAC team) of the rated Cadet. The percent column following this column is the senior rater's percentage of the MD grade.

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e. Regimental Tactical Officer (RTO). This column specifies the Regimental Tactical Officer component (RTO) of the rated Cadet. The percent column following this column is the RTO's percentage of the MD grade and is based on the company ranking within the regiments.

5. Military Development (MD) Grades. MD grades are assigned twice per rating period during the academic year, along with the development and performance review that is conducted using the PDR. These grades are developmental and evaluative in nature and are designed to provide feedback to the rated Cadet on their duty performance. The mid-term evaluation is conducted at the midpoint of the term and final evaluation is completed at the end of the term.

a. Raters and intermediate raters may assign letter grades only; they may not assign a "+" or "-". Only senior raters may assign a "+" or "-" with their letter grade. Based on the assigned percentages of the contributors, a letter grade with "+" or "-" is derived as the final grade. The grades are defined below.

1) A grade of "A" is a passing grade. A Cadet earning a grade of "A" has demonstrated an unfailing pattern of sustained excellence in all areas. This Cadet is truly in the top of his or her class and stands far above his or her peers.

2) A grade of "B" is a passing grade. A Cadet earning a grade of "B" has demonstrated a consistent pattern of commendable performance in all areas. This Cadet is above average, but not exceptional.

3) A grade of "C" is a passing grade. A Cadet earning a grade of "C" has demonstrated a trend of overall satisfactory performance and is one of the many successful Cadets who form the majority of the class. This Cadet has met published standards in all areas of development and performance and is progressing at a rate consistent with his or her peers.

4) A grade of "D" is a marginally passing grade. A Cadet earning a grade of "D" has met the minimum standards of performance and development expected of their class, but is below his or her peers in terms of adequate development or performance of duties.

5) A grade of "F" is a failing or deficient grade. A Cadet earning a grade of "F" has failed to meet the minimum standards of performance and development expected of their class and duties. A failing grade must be supported by recurrent failures to meet performance standards or goals or a single performance failure of such magnitude that would normally be disposed of by the Brigade Tactical Officer or higher authority. The reasons for the failing grade are summarized in the Cadet Record Brief (see Appendix 1) and presented at the Grades Verification Meeting.

b. Mid-term MD Grade. The mid-term MD grade is an interim grade and does not count toward the final MD grade. It is intended to be a notification to the Cadet of his or her duty performance to date. For Cadets graded as marginal or unsatisfactory at the mid-term, the grade serves as notice that they are not performing at an acceptable level and that they should, in consultation with their rater, develop plans for improvement. Additionally, the TAC officer or NCO will write a PDR on all Cadets receiving mid-term D or F.

c. End of Term (Final) MD Grade. The MD grade assigned at the end of the term is an official grade and becomes part of the Cadet's record.

d. Those who assign grades base their assigned MD grade on the assessment of performance data as measured against the word pictures provided in the *USCC Greenbook* and the assigned duties of the position, as discerned through discussion with the Cadet chain of command and personal observations.

6. Computing a Final Military Development Grade for a Term.

a. A final MD grade is computed based on the grades provided by the rating chain, and combined according to the percentage each contributes to the final grade.

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- b. Points are assigned to each grade assigned, based on the following table.

Grade	Quality Points	Grade	Quality Points
A+	4.33	C+	2.33
A	4.00	C	2.00
A-	3.67	C-	1.67
B+	3.33	D	1.00
B	3.00	F	0.00
B-	2.67		

- c. The quality points assigned to each grade are then combined with the appropriate rater's percentage to derive a final quality point value. The final letter grade is then assigned, based on where the grade value falls within the final quality point range of the table below.

Final Grade	Quality Point Range	Final Grade	Quality Point Range
A+	≥ 4.17	C+	2.17-2.49
A	3.83-4.16	C	1.83-2.16
A-	3.50-3.82	C-	1.50-1.82
appB+	3.17-3.49	D	0.75-1.49
B	2.83-3.16	F	<0.75
B-	2.50-2.82		

- d. The "F" over-ride. If the TAC assigns a grade of "F" to a Cadet, that Cadet's final MD grade will be an "F," regardless of the grades assigned by the rater and intermediate rater.

- e. Resignations and Separations.

1) Resignations. If a Cadet submits his/her resignation to the Tactical Officer on or before the final day of classes in an academic term, or before the final day of the summer training event to which the Cadet is assigned, the Cadet will have a final MD grade of "W" posted to the official transcript. If the Cadet submits his/her resignation after the final day of classes in an academic term or after the final day of the summer training event, the final MD grade posted to the official transcript will be the grade assigned by the Cadets' rating chain and approved by the Commandant.

2) Separations. If the Superintendent signs the action to separate a Cadet before the beginning of Term-End Exam week in an academic term, or before the final day of the summer training event to which the Cadet is assigned, the Cadet will have a final MD grade of "W" posted to the official transcript. If the Superintendent signs the action after the final day of classes in an academic term or after the final day of the Cadet's summer training event, the final MD grade posted to the official transcript will be the grade assigned by the Cadet's rating chain and approved by the Commandant.

7. Grade Replacement.

a. Unlike academic courses, it is more difficult to re-create in a subsequent term the environment in which a Cadet originally received a failing grade in Military Development. Because of the sequential and progressive nature of the leader development experiences within the Military Program, Cadets who earn a grade of "F" in a Military Development graded activity in a spring term can never repeat that experience and USMA cannot replicate the environment to provide an opportunity for meaningful remediation. Similarly, Cadets who earn an MD "F" in the fall term may not be able to repeat the same duty position in the spring term, because of the need to give other Cadets appropriate developmental experiences in a limited number of leadership positions.

b. Cognizant of this fact and the need to provide an opportunity for Cadets to demonstrate meaningful remediation and development as a leader, USCC has adopted the following metric to replace failing Military Development grades in the AY. Cadets who earn a failing MD grade in an AY term and a passing MD grade in the subsequent AY term will have the failing grade replaced by the average of the failing grade and the grade earned in

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the subsequent term. The initial failing grade will remain on the official Cadet transcript and the replacement grade will be shown in the term in which the Cadet achieved a subsequent passing MD grade. Grades will be computed according to the following values and rounded to the nearest corresponding grade from the range in the table below. For purposes of computing the MPSC, the replacement grade will replace the value of the original failing grade. At a minimum, the failing grade will be replaced by a grade of “D” if the Cadet achieves a passing grade in the subsequent term.

Grade	Value	Range	Grade	Value	Range
A+	4.33	≥ 4.17	C+	2.33	2.17-2.48
A	4.00	3.82-4.16	C	2.00	1.83-2.16
A-	3.67	3.50-3.82	C-	1.67	1.50-1.82
B+	3.33	3.17-3.49	D	1.00	0.50-1.49
B	3.00	2.83-3.16	F	0.00	<0.50
B-	2.67	2.50-2.82			

Two examples will illustrate this policy.

- 1) Cadet Black achieves a grade of “F” in MD301 and a grade of “D” in MD302. Using the values above, $(0.00 + 1.00)/2 = 0.50$. Since Cadet Black achieved a passing grade in the subsequent term, the failing grade in MD301 would be replaced by a grade of “D” when computing the MPSC.
- 2) Cadet Gold achieves a grade of “F” in MD301 and a grade of “B” in MD302. Using the values above, $(0.00 + 3.00)/2 = 1.50$. Since Cadet Gold achieved a passing grade in the subsequent term, the failing grade would be replaced by a grade of “C-” when computing the MPSC.

8. Grading Procedures.

Cadets and officers assign MD grades according to the rating schemes in Chapter 18 and Chapter 19.

a. Cadet raters and intermediate raters are responsible for assigning an MD grade at mid-term and end-of-term to Cadets who they rate. Grades will reflect their assessment of the Cadet’s duty performance, as measured against standards published in this PAM and the USCC Greenbook. Cadet raters will also counsel at least monthly every Cadet whom they rate.

b. Company Tactical Officer (TAC). The TAC will assign a grade that reflects a Cadet’s duty performance at mid-term and again at end of term. Grades will reflect their assessment of the Cadet’s duty performance, as measured against standards published in this PAM and the USCC Greenbook. The TAC is also the approval authority for grades assigned to the Cadet company or staff.

1) During the assigning of mid-term grades, the TAC will give particular attention to those Cadets who he or she considers to be demonstrating substandard performance, and as a result would earn a marginal or failing (“D” or “F”) grade at the end of the term, should their performance not improve. Within one week of assigning the mid-term MD grade, the Tactical Officer or NCO will personally counsel all marginal or failing Cadets and annotate on a PDR. This counseling session will include the following as a minimum:

(a) The reasons for the marginally proficient or deficient grade with specific behavioral examples and examples of substandard performance.

(b) An identification of the goals, milestones and measurements to be used to measure success or failure during the remainder of the performance period.

2) At the end of the term, all levels of raters will assign an MD grade to each Cadet in the company or staff. The TAC will counsel those Cadets determined to be marginally proficient (MD=D) or deficient (MD=F).

3) Those Cadets receiving deficient grades (MD=F) at the end of a term must also be enrolled in an SLDP

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by the TAC. The TAC and Cadet chain of command will create and implement a development plan for the deficient Cadet. The deficient Cadet will participate in the development of the SLDP, but the final decision on the SLDP's contents and requirements rests with the Tactical Officer.

4) The Tactical Officer or Tactical Noncommissioned Officer (TAC Team) will counsel each Cadet in the company at least once per term.

c. Sequence of Actions for Assigning Grades. Raters at all levels assign MD grades at mid-term and end-of-term within a 14-day period, to be specified and published by the Chief, Leader Development Branch.

1) At the mid-term and end-of-term grading periods, raters only will complete Periodic Development Reports on all Cadets they rate and will assign MD grades to those Cadets. Raters must first complete the PDR, including the requirement to counsel the rated Cadet face-to-face on the PDR, before they may submit grades. Raters must submit their grades before the intermediate raters assign their grades. Raters must complete their requirements within the first eight days of the grading period.

2) At the mid-term and end-of-term grading periods, intermediate raters will assign MD grades to those Cadets for whom they are intermediate raters. Intermediate raters may not assign grades until the raters have assigned their grades. Intermediate raters must complete their requirements within days 9-11 of the grading period.

3) At the mid-term and end-of-term grading periods, senior raters will assign MD grades to those Cadets for whom they are senior raters. Senior raters may not assign grades until the raters and intermediate raters have assigned their grades. Senior raters must complete their requirements within days 12-14 of the grading period.

9. Steps in the MD Grades Review Process.

a. The TAC initiates the review process upon receiving the MD grades from the Cadet chain of command. The review process addresses Cadets who are in a conditioned status as a result of receiving a failing grade in a previous term, Cadets who are being recommended for a MD grade of "F" for the current term and Cadets who have a Military Program Score-Cumulative (MPSC) below the established peg-point.

b. The TAC conducts an initial review of the recommendations on these Cadets and makes subsequent recommendations for final grades and disposition to the RTO.

c. Cadets who receive a failing MD grade for the current grading period and who were not deficient the last grading period normally will be recommended for conditioning. However, any disposition authorized under AR 210-26, *United States Military Academy*, may be recommended.

d. Disposition of Cadets not in a conditioned status. Cadets found deficient for the first time are normally recommended to the Academic Board for conditioning.

e. Disposition of Cadets currently in a conditioned status:

1) Proficient. Cadets who receive a passing grade in the current term will be considered to have met the terms of their conditioning and will be removed from conditioned status.

2) Deficient. Cadets who receive a failing grade in the current term will be considered to have not met the conditions of their conditioning and will normally be recommended for separation.

f. Each MD course (MD100 - 410) is treated as an academic course and deficiencies are therefore acted upon by the Academic Board.

10. Military Development (MD) Grades Verification Process.

a. The Grades Verification Meeting (GVM) is the final step of the review process. The objective of the meeting is to review and approve MD grades and to forward recommendations for disposition of deficient Cadets to

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the Academic Board. The Brigade Tactical Officer, the four Regimental Tactical Officers (RTOs) and the Tactical Officers of Cadets who have been assigned an MD Grade of “F” will attend the GVM. The Brigade Surgeon or Director of the Center for Personal Development may also attend, if required.

b. Responsibilities.

1) Brigade/Regimental Tactical Officers.

- (a) Chairs meeting.
- (b) Approves all recommended MD grades.
- (c) Directs changes to grades as appropriate.
- (d) Approves recommendations on disposition of Cadets to the Academic Board.
- (e) Reviews MD grades with TACs with specific emphasis on Cadets recommended for an “F”.
- (f) Determines when the shortcomings were identified to the Cadet.
- (g) Determines what developmental steps or programs were outlined for the Cadet.
- (h) Reviews with the TAC the criteria for success.
- (i) Determines the basis for the recommended grade.
- (j) Prepares recommendations for those Cadets determined to have failed MD.

2) Tactical Officers

- (a) Reviews MD grades with RTO, with specific emphasis on Cadets recommended for “F”.
- (b) Prepares CRB comments on those Cadets assigned an MD grade of “F”.
- (c) Discusses in detail the Cadet’s performance during the rating period, which led to the grade assigned.

3) Chief, Leader Development Branch.

- (a) Provides lists of Cadets who are two consecutive term failures in MD or who are MPSC deficient.
- (b) Compiles the results of the meeting and prepares memorandum to the Academic Board.
- (c) Uploads the final grades to the AMS.

c. Procedures.

1) The MD Grades Verification Meetings are typically scheduled during the following periods:

- (a) Fall Term - second or third week in December.
- (b) Spring Term - third week in May.
- (c) Summer Term - third week in August.

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2) The BTO, RTOs and Tactical Officers discuss the MD failures to determine the most appropriate course of action for each Cadet. This discussion may include any Cadet who is of particular concern, deficient or not.

3) After all discussion is complete and the BTO has approved each grade, LDB prepares a letter for the SACSP's signature, forwarding MD deficiencies and recommendations to the Academic Board.

CHAPTER 17, Appendix 1 – Cadet Record Briefs and Military Development Grading USCC PAM 6-22

1. Purpose. To set procedures for the preparation of Tactical Officer comments to the Cadet Record Brief (CRB) submitted in preparation for the Grades Verification Meeting (GVM). This format will also be used for CRBs submitted for any review process calling for them, such as the Academic Board, Key Leader Selection Boards, Medical School selection boards, etc.

2. Objective. The objective of the CRB comments is to justify the MD grade or support a recommendation for a Cadet that is to be considered for some action, whether adverse or positive. It is the tactical chain of command's opportunity to tell the leadership about this Cadet's performance and potential.

3. General.

a. CRBs are required for all Cadets meeting any of the following criteria.

1) Recommended for an MD grade of "F."

2) Recommended for separation by any academic department, regardless of the *Graybook* section in which the Cadet appears.

3) Below the established pegpoint for Military Program Score-Cumulative.

4) Listed in sections 2, 3 or 4 of the *Graybook*.

5) Any Cadet for whom a CRB is requested.

a. The following guidelines are provided for completing the Cadet Record Brief:

1) Tactical Officer's Comments. At a minimum, the TAC comments on the CRB will include the following areas. The intent is to provide to the Commandant other information he or she should know about the Cadet, beyond what is contained in the CRB itself. TAC officers will enter comments in chronological order, with the most recent comments at the top of the text box.

*** (Date Comments are Submitted) ***

Recommendation: Enter the Tactical Officer's recommendation, such as "Separate," "Retain," "Select," "Do Not Select," etc. The TAC may include a qualifier, such as "Strong Retain."

Reason for submission: MD "F" (specify course) MPSC deficiency (list MPSC), KSL, etc.

Supporting Data:

- CQPA:
- APSC:
- MPSC:
- PPSC:
- Last APFT:
- IOCT:
- HT/WT:
- ABCP:

Rank in Company in All Areas:

- Academics:
- Military:
- Physical:

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Discipline Overview:

- Term:
- History:

Justification to Retain/Separate. Paragraph can include but is not limited to the following:

Potential: Discuss your assessment of this Cadet's potential for future exemplary service as a Cadet and officer. If the Cadet is in his/her First Class year, include a statement describing if you would take this Cadet as a lieutenant in your company or battalion. For Cadets other than First Class, include instead an assessment of this Cadet's potential to complete successfully the requirements of USMA.

Performance: Discuss the Cadet's performance of duties in the company/staff in the graded period.

Conduct: Discuss the Cadet's conduct and adherence to regulations and policies in the graded period.

Leadership: Discuss the degree to which the Cadet demonstrated appropriate leadership skills and performance during the graded period.

Teamwork and Selflessness: Discuss the degree to which the Cadet has internalized the concepts of teamwork and selflessness.

Interpersonal Skills: Discuss the Cadet's ability to interact with others in an appropriate manner.

Sense of Duty: Discuss this Cadet's demonstrated acceptance of the concept of duty and if his/her actions are consistent with their words.

Appearance: Discuss overall pattern of this Cadet's personal and room appearance during the graded period.

2) Guidelines for TAC comments.

(a) Be honest in your assessments and recommendations. Say what needs to be said, not what you think anyone might want to hear.

(b) Remember that your comments should further illuminate the extent of the Cadet's development and should note where development, performance and potential exceed or lag expectations.

(c) Include medical or personal information if relevant to a Cadet's performance. Go into only the level of detail necessary to show that these issues may have affected the Cadet's performance during the grading period.

(d) Include comments from Cadet Observation Reports which serve to illuminate your comments, if applicable.

(e) Do not repeat information already available elsewhere on the CRB, unless you are using it in context of a larger issue.

(f) Do not be long-winded. Say what you need to say and then move on.

(g) Do not be inconsistent as you write the entire CRB; i.e., if you gave a Cadet MD grade of "C", do not then recommend them for separation. Similarly, if a Cadet received a grade of "D", your comments should not indicate that this Cadet's performance was "one of the best in the company."

b. Annotate *Graybook* page number in lower right corner of CRB front page.

CHAPTER 18 – LEADS in The Academic Year

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1. Purpose. To provide organizational and structural information to execute the requirements of the Leader Evaluation and Development System during the academic year.

2. General. Chapter 18 provides the necessary information to organize a company or staff during the academic year to meet the requirements of gathering, recording and reporting developmental and evaluative information. USMA Cadets attending other service academies will receive an MD grade based on their current MPSC. Exchange Cadets from other service academies who are attending USMA will be graded in accordance with Chapter 17, the USCC Greenbook and their home academy evaluation form provided by the Leader Development Branch.

3. Organization.

a. Duties and responsibilities of Cadets on the Brigade, Regiment and Battalion staffs, and in the Cadet companies are identified in Chapters 2, 3, 4 and 5 of this PAM.

b. Named positions for First and Second Class Cadets in the Cadet companies will be filled by the company TAC Team, based on Cadet availability. TAC Teams will place Cadets in general “Company Staff Officer” or “Company Staff NCO” positions only after all named positions for that class have been filled.

1) TAC Teams will place Second Class Cadets in numbered “Company Staff NCO” positions; e.g., “Company Staff NCO-2” only if the corresponding “Company Staff Officer-2” position is filled by a First Class Cadet, and a duty relationship explicitly stated with duty titles exists between them, such as Dayroom Officer and Dayroom NCO.

2) TAC Teams will place Second Class Cadets in non-numbered “Company Staff NCO” positions only if there is no corresponding “Company Staff Officer” position is filled by a First Class Cadet. For instance, if a company has more Second Class Cadets than First Class Cadets, the TAC Team may assign a Second Class Cadet as the Dayroom NCO, even if there is no Dayroom Officer. In such a case, the Second Class Cadet would be assigned to a non-numbered “Company Staff NCO” position.

4. MD Grade Review. Cadets will be assessed a letter grade in MD by the chain of command. These grades are reviewed IAW the procedures set forth in Chapter 17 and the USCC Greenbook.

5. Cadets Receiving an MD Grade of "F".

a. Those Cadets receiving a MD grade of “F” during the academic year will have their grade forwarded to the BTO for review during the Grades Verification Meeting (GVM). The Company TAC is responsible for providing CRB comments, describing the performance leading to the assessment of an “F”. The Regimental Tactical Officer and Tactical Officer will attend the GVM and brief the BTO on each Cadet in this category. Those failing grades approved by the BTO will be forwarded to the Class Committee and the Academic Board for consideration.

b. Those Cadets who were MD failures during the previous term will be assessed to determine if they met the terms of conditioning.

6. Cadets Conditioned for Military Development. Cadets who fail MD in the Fall Term are conditioned for the Spring Term. Cadets who fail MD in the Spring Term are conditioned for both the Summer Training Term and the subsequent Fall Term. The Company TAC is responsible for preparing a Special Leader Development Program (SLDP) in accordance with USCC policy for those Cadets who earn an “F” for Military Development. Copies of the SLDP will be forwarded to LDB by the end of the third week of academics of the following term.

ORGANIZATIONS AND RATING SCHEMES

[illegible]

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graph TD
    HC[HONOR CHAIR  
CPT*] --> XO[HONOR XO  
CPT*]
    XO --> VCI[VCI  
CPT*]
    XO --> SEC[SEC  
CPT*]
    SEC --> DEPS[DEP SEC  
CPT†]
    XO --> VCE[VCE  
CPT*]
    XO --> VCL[VCL  
CPT*†]
    XO --> VCM[VCM  
CPT*†]
    XO --> VCPA[VCPA  
CPT*†]

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graph TD
    A[RESPECT CHAIR  
CPT*] --> B[RESPECT VCI  
CPT*]
    A --> C[VC OPS  
CPT*]
    B --> D[VC ED  
CPT*]
    B --> E[VC MENTOR  
CPT*]
    B --> F[VC ISO  
CPT*]

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CHAPTER 18-2

CHAPTER 18 – LEADS in The Academic Year
USCC PAM 6-22

Brigade Staff

POSITION	RATER	%	INTERMED RATER		%	SENIOR RATER	%
BDE CDR*	BTO	45	N/A		--	CMDT	55
DEP BDE CDR*	BDE CDR	25	BTO		20	CMDT	55
BDE XO*	BDE CDR	45	N/A		--	BXO	55
BDE CSM*	BDE CDR	45	N/A		--	USCC CSM	55
HHC CDR	BDE CDR	45	N/A		--	HHC TAC	55
HHC 1SG (2CL)	HHC CDR	25	BDE CDR		20	HHC TAC	55
BDE S-1*	BDE XO	25	BDE CDR		20	HHC TAC	55
DEP S-1*	BDE S-1	25	BDE XO		20	HHC TAC	55
A/S-1 (2)	BDE S-1	25	BDE XO		20	HHC TAC	55
BDE S-2/PAO*	BDE XO	25	BDE CDR		20	HHC TAC	55
A/S-2 (3)	BDE S-2	25	BDE XO		20	HHC TAC	55
BDE S-3*	BDE XO	25	USCC S-3		20	HHC TAC	55
BDE DEP S-3*	BDE S-3	25	BDE XO		20	HHC TAC	55
A/S-3 OPS OFF*	BDE S-3	25	BDE XO		20	HHC TAC	55
A/S-3 OPS SGM (2CL)	A/S-3 OPS OFF	25	BDE S-3		20	HHC TAC	55
A/S-3 PLNS OFF*	BDE S-3	25	BDE XO		20	HHC TAC	55
A/S-3 PLNS NCO (2CL)	A/S-3 PLNS OFF	25	BDE S-3		20	HHC TAC	55
A/S-3 TRNG OFF*	BDE S-3	25	BDE XO		20	HHC TAC	55
A/S-3 TRNG NCO (2CL)	A/S-3 TRNG OFF	25	BDE S-3		20	HHC TAC	55
A/S-3 D & C OFF	BDE S-3	25	BDE XO		20	HHC TAC	55
A/S-3 D & C NCO	A/S-3 D&C OFF	25	BDE S-3		20	HHC TAC	55
A/S-3 MD/SANDHURST OFF*	BDE S-3	25	BDE XO		20	HHC TAC	55
A/S-3 MD/SANDHURST CSM (2CL) *	A/S-3 MD OFF	25	BDE S3		20	HHC TAC	55
BDE S-4*	BDE XO	25	USCC S-4		20	HHC TAC	55
DEP S-4*	BDE S-4	25	BDE XO		20	HHC TAC	55
A/S-4 (3)	BDE S-4	25	BDE XO		20	HHC TAC	55
BDE S-6*	BDE XO	25	USCC ISD CHIEF		20	HHC TAC	55
DEP S-6*	BDE S-6	25	BDE XO		20	HHC TAC	55
A/S-6 NCO (2CL)	DEP S-6	25	BDE S-6		20	HHC TAC	55
BDE MWR OFF*	BDE DEP CDR	25	USCC A/S-3 SPIRIT		20	HHC TAC	55
BDE DEP MWR OFF*	BDE MWR OFF	25	BDE DEP CDR		20	HHC TAC	55
A/MWR OFF	BDE DEP MWR OFF*	25	BDE MWR OFF		20	HHC TAC	55
A/MWR NCO (2CL)	BDE DEP MWR OFF*	25	BDE MWR OFF		20	HHC TAC	55
WP LDR DEV*	BDE DEP CDR	25	LDB OFF		20	HHC TAC	55
BDE ENG/ENV OFF*	BDE DEP CDR	25	ENV OFF		20	HHC TAC	55
BDE ENG/ENV SGT	BDE ENG/ENV OFF	25	BDE DEP CDR		20	HHC TAC	55
BDE COLOR CPT*	BDE S-3	25	USCC S-3, D&C NCO		20	HHC TAC	55
COLOR XO*	COLOR CPT	25	BDE S-3		20	HHC TAC	55
COLOR LT 1 st and 2 nd REG	COLOR XO	25	COLOR CPT		20	HHC TAC	55
COLOR LT 3 rd and 4 th REG	COLOR XO	25	COLOR CPT		20	HHC TAC	55
COLOR NCO 1 st and 2 nd REG (5)	COLOR LT	25	COLOR XO		20	HHC TAC	55
COLOR NCO 3 rd and 4 th REG (5)	COLOR LT	25	COLOR XO		20	HHC TAC	55

CHAPTER 18 – LEADS in The Academic Year

USCC PAM 6-22

POSITION	RATER	%	INTERMED RATER		%	SENIOR RATER	%
BDE ATHL OFF*	BDE DEP CDR	25	BDE CDR		20	HHC TAC	55
A/ATHL OFF	BDE ATH OFF	25	BDE DEP CDR		20	HHC TAC	55
BDE PHYS DEV OFF	BDE ATH OFF	25	BDE DEP CDR		20	HHC TAC	55
BDE SAAC*	BDE DEP CDR	25	BDE CDR		20	HHC TAC	55
BDE ACAD OFF*	DEP BDE CDR	25	BDE CDR		20	HHC TAC	55
BDE CHR H/A*	DPE BDE CDR	25	BDE SURGEON		20	HHC TAC	55
BDE CASH/A*	BDE CDR	25	USCC SARC		20	HHC TAC	55
BDE DEP CASH/A*	BDE CASH/A	25	BDE CDR		20	HHC TAC	55
HONOR CHAIR*	BDE CDR	25	SCPME SAH		20	HHC TAC	55
HONOR XO*	HONOR CHR	25	SCPME SAH		20	HHC TAC	55
HONOR VCI*	HONOR XO	25	SCPME SAH		20	HHC TAC	55
HONOR VCL*	HONOR XO	25	SCPME SAH		20	HHC TAC	55
HONOR SEC*	HONOR XO	25	SCPME SAH		20	HHC TAC	55
HONOR VCE*	HONOR XO	25	SCPME SAH		20	HHC TAC	55
HONOR VCM*	HONOR XO	25	SCPME SAH		20	HHC TAC	55
HONOR VCPA*	HONOR XO	25	SCPME SAH		20	HHC TAC	55
HONOR DEP SEC	HONOR SEC	25	SCPME SAH		20	HHC TAC	55
RO CHAIR*	BDE CDR	25	SCPME SAR		20	HHC TAC	55
RO VICE EDUC*	RO VICE	25	SCPME SAR		20	HHC TAC	55
RO VICE*	RO CHR	25	SCPME SAR		20	HHC TAC	55
RO VICE MNTRSH*	RO VICE	25	SCPME SAR		20	HHC TAC	55
RO VICE COM*	RO VICE	25	SCPME SAR		20	HHC TAC	55
RO VICE ISO*	RO VICE	25	SCPME SAR		20	HHC TAC	55
RO VICE OPNS*	RO CHR	25	SCPME SAR		20	HHC TAC	55

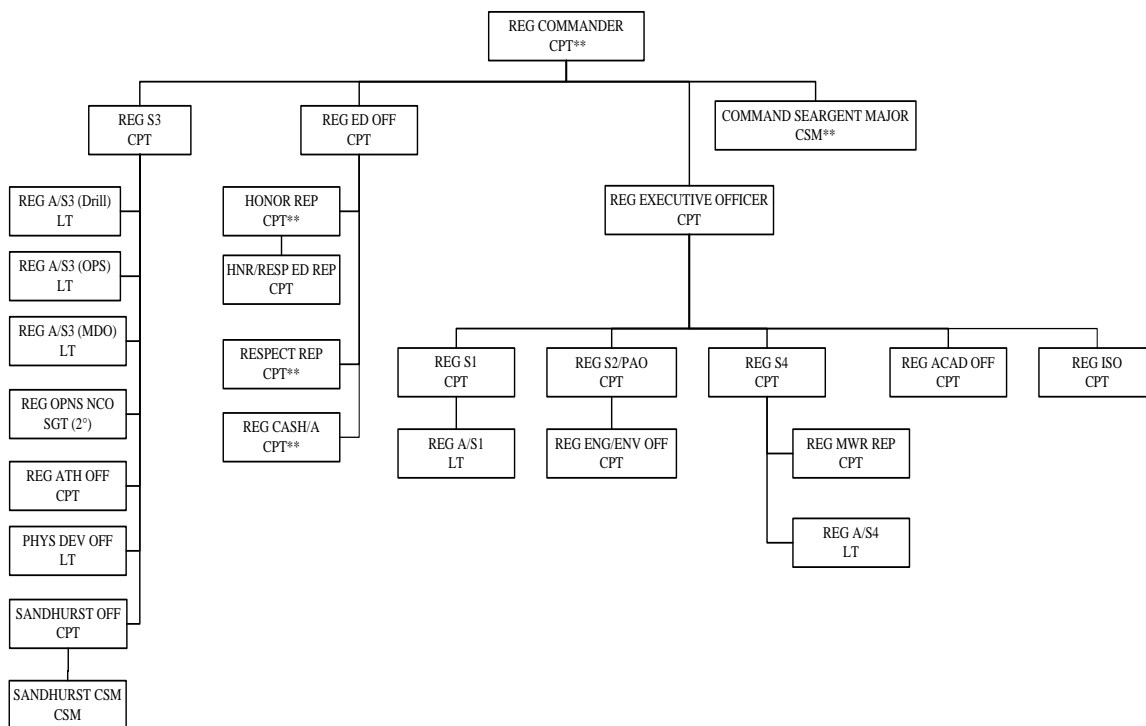
* Denotes permanent positions

Note: CS Team Captains on staff will be rated by the appropriate Cadet and intermediate rated by the coach.
Club Team Captains on staff will be rated by the appropriate Cadet and intermediate rated by the coach.

CHAPTER 18 – LEADS in The Academic Year
USCC PAM 6-22

ORGANIZATIONS AND RATING SCHEMES

Academic Year Regimental Staff



** Denotes Permanent Position

CHAPTER 18 – LEADS in The Academic Year
USCC PAM 6-22

Regimental Staff

POSITION	RATER	%	INTERMED RATER	%	SENIOR RATER	%
REGT CDR*	BDE CDR	45	N/A	--	RTO	55
REGT XO	REGT CDR	25	BDE XO	20	R XO	55
REGT CSM*	REGT CDR	25	BDE CSM	20	R XO	55
REGT S-1	REGT XO	25	REGT CDR	20	R XO	55
REGT A/S-1	REGT S1	25	REGT XO	20	R XO	55
REGT ISO	REGT XO	25	REGT CDR	20	R XO	55
REGT S-2/PAO	REGT XO	25	REGT CDR	20	R XO	55
REGT S-3	REGT CDR	25	BDE S3	20	R XO	55
REGT A/S-3 (DRILL)	REGT S-3	25	REGT CDR	20	R XO	55
REGT A/S-3 (OPS)	REGT S-3	25	REGT CDR	20	R XO	55
REGT A/S-3 (MDO)	REGT S-3	25	REGT CDR	20	R XO	55
REGT OPNS NCO (2CL)	REGT S-3	25	REGT CDR	20	R XO	55
REGT SNDHST OFF	REGT S-3	25	REGT CDR	20	R XO	55
REGT SNDHST NCO (2CL)	SNDHST OFF	25	REGT S-3	20	R XO	55
REGT S-4	REGT XO	25	REGT CDR	20	R XO	55
REGT A/S-4	REGT S-4	25	REGT XO	20	R XO	55
REG EDUC OFF (PMEE)	REGT CDR	25	BDE DEP CDR	20	R XO	55
REG ENG/ENV OFF	REGT S-2/PAO	25	REGT XO	20	R XO	55
REGT ATHL OFF	REGT S-3	25	REGT CDR	20	R XO	55
REGT PDO	REGT S-3	25	REGT CDR	20	R XO	55
REGT ACAD OFF	REGT XO	25	REGT CDR	20	R XO	55
REG MWR REP*	REGT S-4	25	REGT XO	20	R XO	55
REGT HONOR*	REG EDUC OFF (PMEE)	25	REGT CDR	20	RTO	55
REGT RESPECT*	REG EDUC OFF (PMEE)	25	REGT CDR	20	RTO	55
REGT HON/RESP EDUC	REGT HONOR	25	REG EDUC OFF (PMEE)	20	R XO	55
REGT CASH/A	REG EDUC OFF (PMEE)	25	REGT CDR	20	R XO	55

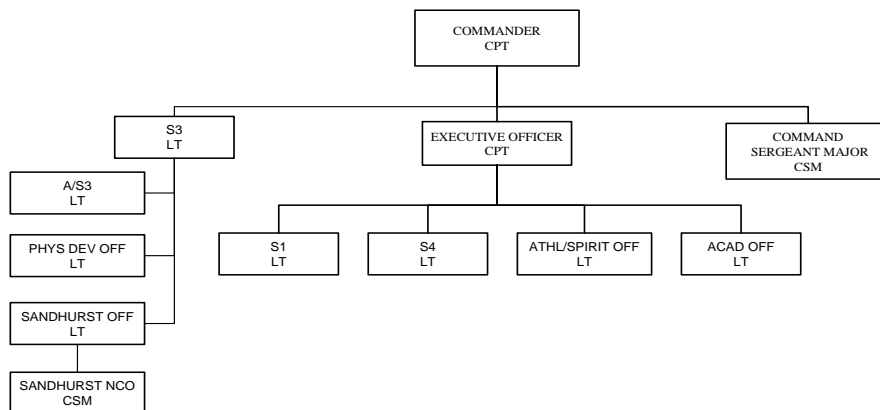
*Denotes permanent positions

Note: CS Team Captains on staff will be rated by the appropriate Cadet and intermediate rated by the head coach.
Club Team Captains on staff will be rated by the appropriate Cadet and intermediate rated by the coach.

CHAPTER 18 – LEADS in The Academic Year
USCC PAM 6-22

ORGANIZATIONS AND RATING SCHEMES

Battalion Staff



Battalion Staff

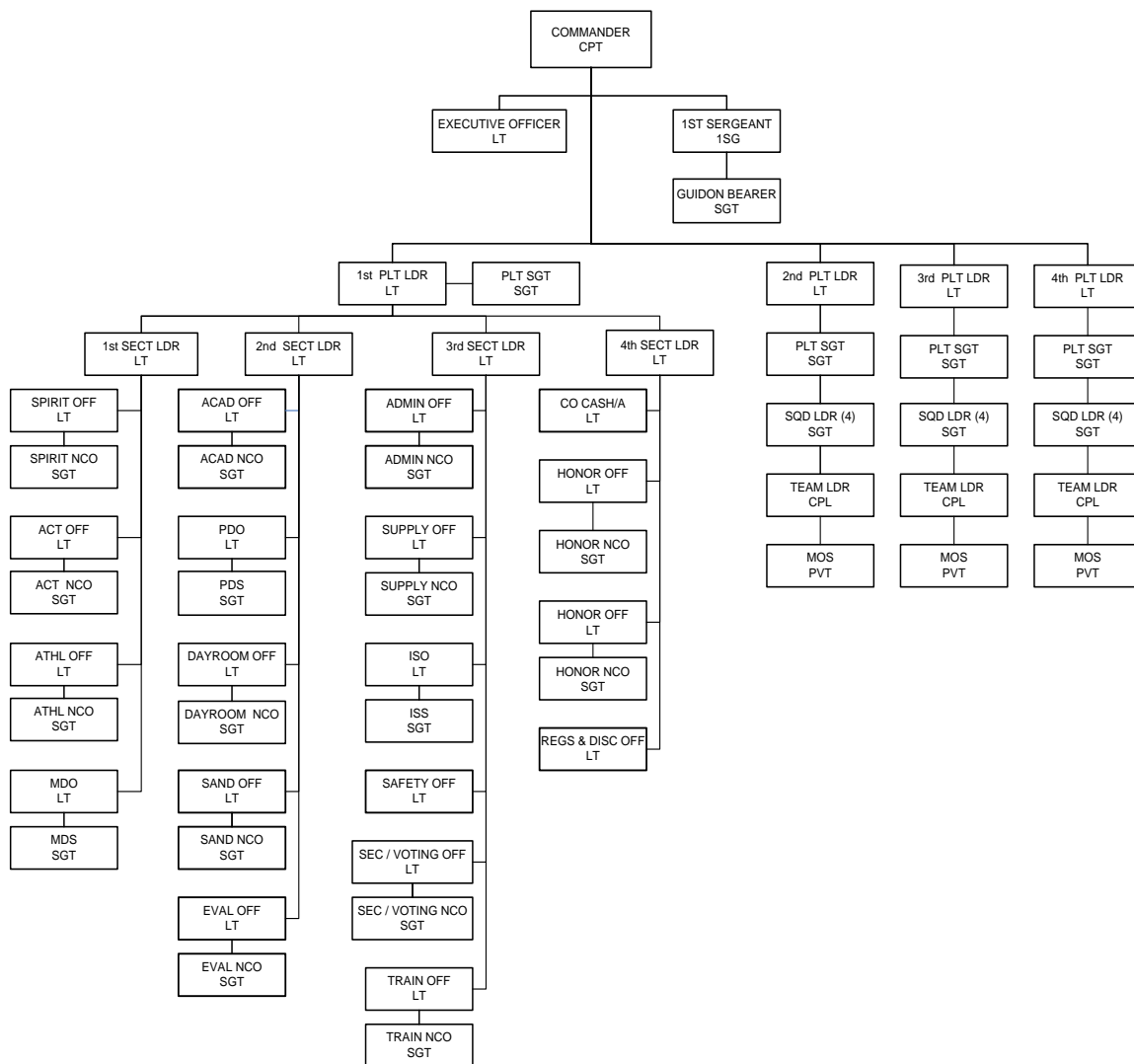
POSITION	RATER	%	INTERMED RATER	%	SENIOR RATER	%
BN CDR	REGT CDR	25	BDE CDR	20	BN TAC	55
BN XO	BN CDR	25	REG XO	20	BN TAC	55
BN CSM (2CL)	BN CDR	25	REG CSM	20	BN TAC	55
BN S-1	BN XO	25	BN CDR	20	BN TAC	55
BN S-3	BN CDR	25	REG S3	20	BN TAC	55
BN A/S-3	BN S-3	25	BN CDR	20	BN TAC	55
BN SNDHST OFF	BN S-3	25	REG SNDHST OFF	20	BN TAC	55
BN SNDHST NCO (2CL)	SNDHST OFF	25	BN S-3	20	BN TAC	55
BN S-4	BN XO	25	BN CDR	20	BN TAC	55
BN ACAD OFF	BN XO	25	BN CDR	20	BN TAC	55
BN PHYS DEV OFF	BN S3	25	BN CDR	20	BN TAC	55
BN ATH/SPIR OFF	BN XO	25	BN CDR	20	BN TAC	55

Note: CS Team Captains on staff will be rated by the appropriate Cadet and intermediate rated by the team coach.
 Club Team Captains on staff will be rated by the appropriate Cadet and intermediate rated by the coach.

CHAPTER 18 – LEADS in The Academic Year
USCC PAM 6-22

ORGANIZATIONS AND RATING SCHEMES

Academic Year Company



CHAPTER 18 – LEADS in The Academic Year
USCC PAM 6-22

Cadet Company

COMPANY HQ

RATED POSITION	RATER	%	INTERMED RATER	%	SENIOR RATER	%	REG TAC OFF	%
CO CDR	BN CDR	15	REGT CDR	25	TAC TEAM	50	RTO	10
CO XO	CO CDR	15	BN XO	25	TAC TEAM	50	RTO	10
CO 1SG	CO CDR	15	BN CSM	25	TAC TEAM	50	RTO	10
GUIDON BR	CO 1SG	15	CO CDR	25	TAC TEAM	50	RTO	10

CO PLATOONS

PLATOON HQ								
RATED POSITION	RATER	%	INTERMED RATER	%	SENIOR RATER	%	REG TAC OFF	%
PLT LDR	CO CDR	15	BN CDR	25	TAC TEAM	50	RTO	10
PSG	PLT LDR	15	CO 1SG	25	TAC TEAM	50	RTO	10
SQUADS								
SQD LDR	PLT SGT	15	PLT LDR	25	TAC TEAM	50	RTO	10
TM LDR	SQD LDR	15	PLT SGT	25	TAC TEAM	50	RTO	10
MOS	TM LDR	15	SQD LDR	25	TAC TEAM	50	RTO	10

CO HQ PLATOON

1st SECTION								
RATED POSITION	RATER	%	INTERMED RATER	%	SENIOR RATER	%	REG TAC OFF	%
SEC LDR	PLT LDR	15	CO CDR	25	TAC TEAM	50	RTO	10
CO SPIRIT OFF	SEC LDR	15	CO CDR	25	TAC TEAM	50	RTO	10
CO SPIRIT NCO	CO SPIRIT OFF	15	SEC LDR	25	TAC TEAM	50	RTO	10
CO ACT OFF	SEC LDR	15	CO CDR	25	TAC TEAM	50	RTO	10
CO ACT NCO	ACT OFF	15	SEC LDR	25	TAC TEAM	50	RTO	10
ATHL OFF	SEC LDR	15	CO CDR	25	TAC TEAM	50	RTO	10
ATHL NCO	ATHL OFF	15	SEC LDR	25	TAC TEAM	50	RTO	10
MIL DEV OFF	SEC LDR	15	CO CDR	25	TAC TEAM	50	RTO	10
MIL DEV NCO	MIL DEV OFF	15	SEC LDR	25	TAC TEAM	50	RTO	10
CO STAFF OFF	SEC LDR	15	CO CDR	25	TAC TEAM	50	RTO	10
CO STAFF NCO	CO STAFF OFF	15	SEC LDR	25	TAC TEAM	50	RTO	10
2nd SECTION								
SEC LDR	PLT LDR	15	CO CDR	25	TAC TEAM	50	RTO	10
ACAD OFF	SEC LDR	15	CO CDR	25	TAC TEAM	50	RTO	10
ACAD NCO	ACAD OFF	15	SEC LDR	25	TAC TEAM	50	RTO	10
PHYS DEV OFF	SEC LDR	15	CO CDR	25	TAC TEAM	50	RTO	10
PHYS DEV NCO	PHYS DEV OFF	15	SEC LDR	25	TAC TEAM	50	RTO	10
DAYROOM OFF	SEC LDR	15	CO CDR	25	TAC TEAM	50	RTO	10
DAYROOM NCO	DAYROOM OFF	15	SEC LDR	25	TAC TEAM	50	RTO	10
SANDHURST OFF	SEC LDR	15	CO CDR	25	TAC TEAM	50	RTO	10
SANDHURST NCO	SAND OFF	15	SEC LDR	25	TAC TEAM	50	RTO	10

CHAPTER 18 – LEADS in The Academic Year

USCC PAM 6-22

RATED POSITION	RATER	%	INTERMED RATER	%	SENIOR RATER	%	REG TAC OFF	%
EVAL OFF	SEC LDR	15	CO CDR	25	TAC TEAM	50	RTO	10
EVAL NCO	EVAL OFF	15	SEC LDR	25	TAC TEAM	50	RTO	10
CO STAFF OFF	SEC LDR	15	CO CDR	25	TAC TEAM	50	RTO	10
CO STAFF NCO	CO STAFF OFF	15	SEC LDR	25	TAC TEAM	50	RTO	10
3rd SECTION								
SEC LDR	PLT LDR	15	CO CDR	25	TAC TEAM	50	RTO	10
ADMIN OFF	SEC LDR	15	CO CDR	25	TAC TEAM	50	RTO	10
ADMIN NCO	ADMIN OFF	15	PLT LDR	25	TAC TEAM	50	RTO	10
SUPPLY OFFICER	SEC LDR	15	CO CDR	25	TAC TEAM	50	RTO	10
SUPPLY NCO	SUP OFF	15	SEC LDR	25	TAC TEAM	50	RTO	10
INFO SYS OFF	SEC LDR	15	CO CDR	25	TAC TEAM	50	RTO	10
INFO SYS NCO	INFO OFF	15	SEC LDR	25	TAC TEAM	50	RTO	10
CO SAFETY OFF	SEC LDR	15	CO CDR	25	TAC TEAM	50	RTO	10
SECURITY / VOTING ASSISTANCE OFF	SEC LDR	15	CO CDR	25	TAC TEAM	50	RTO	10
SECURITY / VOTING ASSISTANCE NCO	SEC OFF	15	SEC LDR	25	TAC TEAM	50	RTO	10
TNG OFF	SEC LDR	15	CO CDR	25	TAC TEAM	50	RTO	10
TNG NCO	TNG OFF	15	SEC LDR	25	TAC TEAM	50	RTO	10
CO STAFF OFF	SEC LDR	15	CO CDR	25	TAC TEAM	50	RTO	10
CO STAFF NCO	CO STAFF OFF	15	SEC LDR	25	TAC TEAM	50	RTO	10
4th SECTION								
SEC LDR	PLT LDR	15	CO CDR	25	TAC TEAM	50	RTO	10
CO CASHA/A	SEC LDR	15	CO CDR	25	TAC TEAM	50	RTO	10
CO HNR OFF	SEC LDR	15	CO CDR	25	TAC TEAM	50	RTO	10
CO HNR NCO	CO HNR OFF	15	SEC LDR	25	TAC TEAM	50	RTO	10
CO RESP OFF	SEC LDR	15	CO CDR	25	TAC TEAM	50	RTO	10
CO RESP NCO	CO RESP OFF	15	SEC LDR	25	TAC TEAM	50	RTO	10
REGS & DISC. OFF	SEC LDR	15	CO CDR	25	TAC TEAM	50	RTO	10
CO STAFF OFF	SEC LDR	15	CO CDR	25	TAC TEAM	50	RTO	10
CO STAFF NCO	CO STAFF OFF	15	SEC LDR	25	TAC TEAM	50	RTO	10

Note: CS Team Captains on staff will be rated by the appropriate Cadet and intermediate rated by the team coach.
Club Team Captains on staff will be rated by the appropriate Cadet and intermediate rated by the coach.

CHAPTER 19 – Summer Training Period Implementation

USCC PAM 6-22

1. Purpose. To provide policy guidance regarding the operation and administration of the Leader Evaluation and Development System (LEADS) for the summer training periods.

2. General. The summer training period begins Graduation Week and continues until the first day of Reorganization Week. The Military Program graded events (or activities) for the summer training periods are categorized as MD100, MD200, MD300 and MD400. If a Cadet is designated a December graduate he or she will participate in summer training and be graded in MD403. Cadets are graded in this additional period in the same manner as previous periods.

3. Organization. This Chapter includes appendices for each of the Military Program events executed during the summer training period. Further description of these graded events may be found in the USCC *Greenbook*. The summer training period graded events are organized into the following appendices.

<u>Appendix</u>	<u>Training Event</u>
1	<u>Cadet Basic Training (CBT)</u>
2	<u>Cadet Field Training (CFT)</u>
3	<u>Cadet Leader Development Training (CLDT)</u>
4	<u>Summer Garrison Regiment (SGR)</u>
5	<u>Summer Leader Experience (SLE)</u>
6	<u>Cadet Troop Leader Training (CTLT)</u>
7	<u>Air Assault School Chain of Command (AAS)</u>
8	<u>Cadet Candidate Basic Training (CCBT)</u>

4. MD Grading.

a. Cadets participating in their West Point Detail will be assessed a letter grade in MD by the chain of command and TAC Team. These grades are reviewed using the grades verification process described in Chapter 17 and are subject to the same procedures as academic year MD grades.

b. New Cadets in CBT will receive a first detail grade which will serve as a mid-term grade. The second detail will take this into account and will give a final grade. New Cadets however will only officially receive a Pass, Fail, or No-Credit for their grade.

c. CTLT. Cadets participating in CTLT will receive an OER (DA Form 67-10) prepared by the rater and senior rater at the unit to which they were assigned. CTLT is a pass/fail course and is a developmental course to expose Cadets to the Army environment and their potential branch. Upon return to West Point, Cadets will turn in their OER to their TAC team. TAC teams will then scan and email all OERs to the CAT Cell no later than the 3rd week of the Fall term.

5. Cadets Who Do Not Complete a Summer Training Requirement.

a. Cadet Basic Training. New Cadets who receive a grade of “NC” for Cadet Basic Training (MD100) will normally continue to the academic year where they can remediate the NC during the academic year. Cadets that fail or drop from CBT for medical reasons, will normally be sent home on administrative leave of absence and return the following summer, if qualified, to attend the full Cadet Basic Training period again.

b. Cadet Field Training. Cadets who receive a grade of “NC” for Cadet Field Training (MD200) will be assigned to Cadet Field Training in the following summer as a Second Class chain of command member. During LTP, the RTO will assess the Cadets’ ability to accomplish all CFT tasks. If the Cadet does not meet the standards, they will continue in CFT as an MOS and assigned a West Point detail at a later time. The grade received for the detail will count as the Cadet’s MD200 grade and MD300 grade.

CHAPTER 19 – Summer Training Period Implementation

USCC PAM 6-22

6. Cadets receiving a failing MD Grade. Those Cadets receiving a MD grade of “F” for a Cadet Summer Training detail will have their grade reviewed during the GVM in August. The Summer TAC or Company Trainer is responsible for preparing a Cadet Record Brief, describing the performance leading to the assessment of an “F.” The Military Commander of the summer detail will attend the Grades Verification Meeting in August and brief the BTO on each Cadet in this category. Those failing grades approved by the BTO will be forwarded to the Class Committee and the Academic Board for consideration in accordance with Chapter 17 and Academic Board procedures. If retained, Cadets who fail MD in the Summer Training Term are normally conditioned for the Fall Term and will repeat the failed course for the following Summer.

7. Cadets Conditioned for Military Development. Cadets who failed MD in the Spring Term are conditioned for the Cadet Summer Training period and the Fall Term. No later than the Friday before the start of the LTP for CFT 1, Leader Development Branch, USCC, will provide each detail executive officer (i.e., CBT or CFT XO) with a list of those members of the Cadet chain of command who will be conditioned in Military Development for the summer training period. The list will include the reason for the conditioned status and the most recent TAC comments from the Cadet Record Brief submitted for the Spring Term Graybook Meeting. The summer detail TAC will use this information while taking the following actions with those Cadets who are in a conditioned status in summer training:

- a. Within five days of the start of the detail, conduct an initial counseling with the Cadet to outline expectations, review available developmental programs, and point out performance opportunities during the training period. This counseling is recorded using the Periodic Development Review (PDR) Form. Additional counseling may be recorded using DA Form 4856.
- b. Get the Cadet's chain of command involved with setting performance goals. The Cadet's immediate supervisor will conduct an initial counseling and ensure goals are documented.
- c. Monitor the Cadet's performance throughout the training period. Request observation reports (USMA Form 2-50) from Cadet chain of command and other sources of information to properly assess the Cadet's performance.
- d. At the end of the detail, provide the academic year TAC with all documentation and a written summary of the Cadet's progress, as well as any developmental issues.

8. Assignment of Cadets to a Second Summer Detail.

- a. In years when the number of positions to be filled in the summer details exceeds the number of Cadets of that class available, TAC Teams will assign Cadets to a second detail in their First Class summer according to the following hierarchy.
 - 1) Rising First Class Cadets who received an MD grade of “F” in their Second Class summer.
 - 2) Rising First Class Cadets who received an MD grade of “F” in the preceding Spring Term.
 - 3) Rising First Class Cadets who received an MD grade of “D” in the preceding Spring Term.
 - 4) Rising First Class Cadets who received an MD grade of “D” in their Second Class summer.
 - 5) Those rising First Class Cadets who can benefit from another developmental opportunity.
- b. Those Cadets who complete a second summer detail will have that grade added to their MPSC calculations; the grade for the second detail will not replace, nor will it be averaged with, the grade from the first summer detail.
- c. Cadets who are identified for second details must still complete their other Military Program baseline requirements (CTLT, IAD and CLDT); this may prevent some of these Cadets from participating in an enrichment opportunity.

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d. **Key Summer Leaders.** Those Cadets selected for key summer leader positions in their First Class summer, but have already completed a West Point Detail in their Second Class summer, will complete a second detail in their selected leadership position. To provide time for other required activities, these Cadets will not be required to participate in CTLT in their First Class summer; however, they may choose to participate of their own volition, and will be allowed to do so if there are sufficient slots. The normal CTLT period for these Cadets may be truncated by up to one week to allow them to meet their other requirements.

9. Records Reconciliation. All training and evaluation records will be inspected prior to the end of each detail and before the release of the respective leader. Detail commanders will ensure that adequate time is placed in the training schedule to allow for auditing of files, submission of MD grades, PDR completion and developmental counseling.

10. Leader Logs. The following forms/data should be maintained in the leader's log:

- All Periodic Development Reviews (PDR) received on each rated Cadet.
- All DA Form 4856, *Developmental Counseling Form*, received on each rated Cadet.
- All USMA Form 2-50R, *Cadet Observation Report*, received on each rated Cadet.
- Biography sheet on each rated Cadet.
- Other relevant information, as indicated or required

CHAPTER 19, Appendix 1 - LEADS in Cadet Basic Training

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1. General. Cadet Basic Training provides Cadets in the upper two classes with leadership opportunities under field and garrison conditions. LEADS provide a system for evaluating leadership performance during the course of summer training at designated training sites. The purposes of LEADS during CBT are:

- a. To provide a system to record observations and evaluate leader performance in the CBT training environment.
- b. To provide the Academic Year Tactical Officer with reliable behavioral-based data on the leader development of members of the Cadet chain of command.
- c. To assess a New Cadet's and Cadet chain of command member's overall development and performance through the assignment of a Military Development (MD) grade. Such assessments will not only measure performance, but will also expose the New Cadets to the LEADS program and to a rating scheme similar to those found in the Army.

2. Organization. The Cadet Basic Training organization is displayed in *Figure 1-1* through *Figure 1-4*. This structure is fixed; deviations are not permitted. All new Cadets and Cadet chain of command personnel assigned to CBT will be assigned a MD grade for their performance on their assigned duty position and detail. New Cadets grade will consist of Pass, Fail or No Credit (NC).

3. Developmental Requirements.

- a. Initial counseling for New Cadets and Cadet chain of command.

- 1) Cadet chain of command. Each chain of command member will initiate a PDR during the first week of the Leader Training Program (LTP) and close it out at the conclusion of the detail. Chain of command members will conduct an initial counseling of their rated Cadet chain of command members during the LTP. This counseling will focus on goals and objectives, standards of performance and conduct, expectations and command climate.

- 2) Cadet squad leaders will conduct an individual initial counseling for each of their New Cadets within three days of the beginning of their detail, and will record this counseling on a PDR. The purpose of the initial counseling is to establish the leader's expectations of the subordinate, to set goals and objectives, establish performance standards, and to establish the leadership climate in the unit.

- b. End-of-detail counseling.

- 1) All raters will counsel their rated New Cadets or Cadet chain of command at the end of the detail. The counseling will be summarized on the PDR from earlier counseling sessions. The counseling will address the degree to which the rated Cadet met the leader's expectations and established standards of performance, and the original goals and objectives.

- c. Observation of Leader Behavior and Duty Performance (Observation reports).

- 1) All officers, non-commissioned officers and Cadet chain of command are responsible for observing and recording leader behaviors and duty performance using the USMA Form 2-50R, *Cadet Observation Report*. Observation reports will be utilized in the same manner for Cadet chain of command and for New Cadets. These observations are used to affirm, strengthen, or objectively critique the rated Cadet on his or her performance during the observed training or duty performance.

- 2) Cadet Observation Reports which document behaviors which lead to a Regimental-level or higher Article 10 proceeding, or disciplinary action under AR 210-26 or the Uniform Code of Military Justice, will be entered into AMS within 48 hours of receiving the report. Depending on the circumstances and the alleged offense, the actual disciplinary action may be delayed until the start of the Fall Term.

CHAPTER 19, Appendix 1 - LEADS in Cadet Basic Training

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3) Every member of the Cadet chain of command should receive, at a minimum, three observation reports from their chain of command during their detail; additional observation reports can be prepared as required. Information from the observation reports will be used as input to the PDR. For New Cadets, observation reports will be used to address specifically strong or weak performance and contribute to the Periodic Development Review and the Military Development grade.

d. **Leader Logs.** Cadet raters will maintain a leader log on all rated subordinates. Company Tactical Officers and appropriate members of the Cadet chain of command will monitor the preparation and maintenance of the leader logs. At the conclusion of the first detail, the Cadet chain of command will ensure all leader logs are transferred to the appropriate leaders of the second detail. At the conclusion of the summer term, Company Tactical Officers are responsible for ensuring all files are complete and forwarded to the New Cadet's AY TAC Team.

4. Evaluations (MD Grading). Cadets' and New Cadets' grades in CBT are based on the combined grades submitted by the rater, intermediate rater and senior rater. The grades are calculated in accordance with the procedures in Chapter 17.

a. New Cadets will automatically receive a "P" for their performance during both details of Cadet Basic Training. Company TAC Teams are instructed to provide feedback to the Leader Development Branch when a New Cadet fails to complete all mandatory gates for acceptance into the Corps of Cadets resulting in a "No Credit" or NC, and a Company TAC Team must provide feedback if a New Cadet is to receive an F. The Leader Development Branch will then alter the previous automatically generated passing grade to either an NC or F.

b. Cadet chain of command members will receive a grade at the end of their detail, which will be their grade for their West Point detail. The grades supplied by the rater, intermediate rater and senior rater are combined to form the final MD300 grade.

c. Officers, NCO's and Cadet chain of command members are responsible for preparing MD grades as specified in *Figure 1-2* and *Figure 1-4*.

d. MD grades are submitted electronically. All grades for first detail must be submitted before the change of command ceremony. All grades for second detail must be submitted before the march-back at the end of CBT.

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Figure 1-1

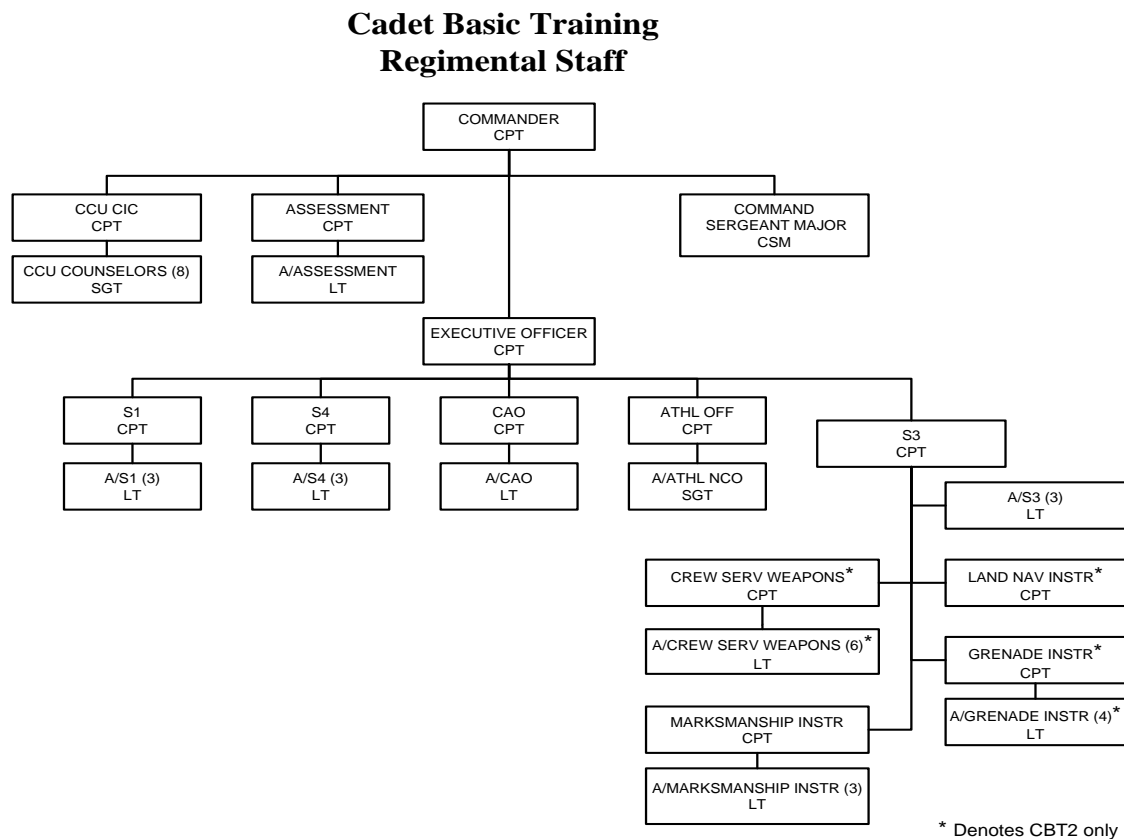


Figure 1-2

Cadet Basic Training Regimental Staff

RATED POSITION	RATER	%	INTERMEDIATE RATER	%	SENIOR RATER	%
REGT CDR		--		--	CBT CDR	100
REGT XO	REGT CDR	45		--	CBT CDR	55
REGT CSM	REGT CDR	45		--	CBT CDR	55
REGT S-1	REGT XO	25	REGT CDR	20	CBT XO	55
REGT A/S-1 (3)	REGT S-1	25	REGT XO	20	CBT XO	55
REGT S-3	REGT XO	25	REGT CDR	20	CBT XO	55
REGT A/S-3 (3)	REGT S-3	25	REGT XO	20	CBT XO	55
REGT S-4	REGT XO	25	REGT CDR	20	CBT XO	55
REGT A/S-4 (3)	REGT S-4	25	REGT XO	20	CBT XO	55
REGT CAO	REGT XO	25	REGT CDR	20	CBT XO	55
REGT A/CAO	REGT CAO	25	REGT XO	20	CBT XO	55
REGT ATHL OFF	REGT XO	25	REGT CDR	20	CBT XO	55
REGT A/ATH NCO	REGT ATHL OFF	25	REGT XO	20	CBT XO	55
REGT ASSESSMENT	REGT CDR	45		--	CBT RXO	55

CHAPTER 19, Appendix 1 - LEADS in Cadet Basic Training
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RATED POSITION	RATER	%	INTERMEDIATE RATER	%	SENIOR RATER	%
REGT A/ASSESSMENT	REGT ASSESSMENT	25	REGT CDR	20	CBT RXO	55
mili INSTRUCTOR*	REGT S3	25	REGT CDR	20	CBT RXO	55
CREW SERV WEAPONS*	REGT S3	25	REGT CDR	20	CBT RXO	55
A/CREW SERV WEAPONS*	CREW SERV WEAPONS	25	REGT S3	20	CBT RXO	55
GRENAD INSTR*	REGT S3	25	REGT CDR	20	CBT RXO	55
A/GRENAD INSTR*	GRENAD INSTR	25	REGT S3	20	CBT RXO	55
MARKSMANSHIP INSTR	REGT S3	25	REGT CDR	20	CBT RXO	55
A/MARKSMANSHIP INSTR	MARKSMANSHIP INSTR	25	REGT S3	20	CBT RXO	55
CCU CIC	REGT CDR	45		--	CCU OIC	55
CCU COUNSLOR	CO CDR	25	CCU CIC	20	CCU OIC	55

* Denotes CBT2 only

CHAPTER 19, Appendix 1 - LEADS in Cadet Basic Training
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Figure 1-3

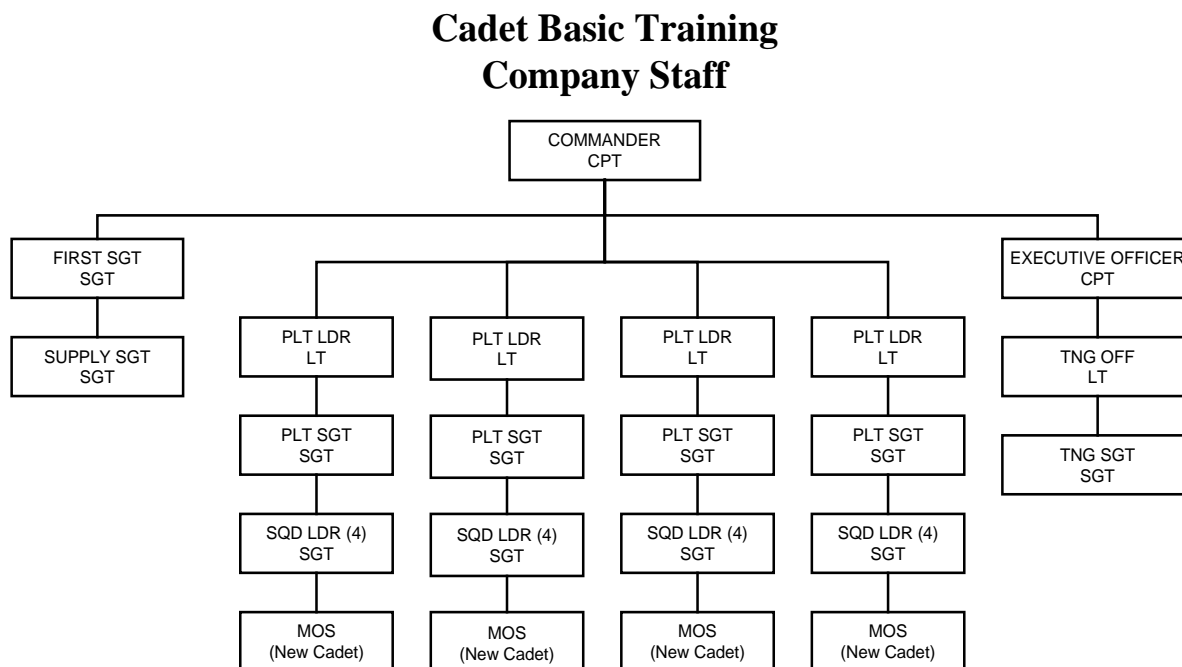


Figure 1-4

Cadet Basic Training Company

RATED POSITION	RATER	%	INTERMEDIATE RATER	%	SENIOR RATER	%
CO CDR	REGT CDR	45			TAC TEAM	55
CO XO	CO CDR	25	REGT XO	20	TAC TEAM	55
CO 1SG	CO CDR	25	REGT CSM	20	TAC TEAM	55
TNG OFF	CO XO	25	CO CDR	20	TAC TEAM	55
TNG SGT	TNG OFF	25	CO XO	20	TAC TEAM	55
SUPPLY SGT	1SG	25	CO XO	20	TAC TEAM	55
PLT LDR	CO CDR	45			TAC TEAM	55
PLT SGT	PLT LDR	25	CO 1SG	20	TAC TEAM	55
SQD LDR	PLT SGT	25	PLT LDR	20	TAC TEAM	55
MOS (New Cadet)	SQD LDR	25	PLT SGT	20	TAC TEAM	55

CHAPTER 19, Appendix 2 - LEADS in Cadet Field Training

USCC PAM 6-22

1. General. Cadet Field Training provides First and Second Class Cadets with leadership opportunities in a field environment. LEADS provides a system for evaluating leadership traits/behaviors during the course of summer training at Camp Buckner and other designated training sites. The purposes of LEADS in CFT are:

- a. To provide a system to record observations and evaluate leader performance in the field environment.
- b. To provide the Academic Year Tactical Officer with reliable behavioral based data on the leader development of members of the Cadet chain of command.
- c. To assess the Third Class Cadet's and Cadet chain of command member's overall performance through the assignment of a Military Development (MD) grade. Such assessments not only measure performance, they also reinforce the understanding of LEADS and introduce the role of the Team Leader in the evaluation system.

2. Organization. The Cadet Field Training organization is displayed in *Figure 2-1* thru *Figure 2-4*. This structure is fixed; deviations are not permitted. All Cadets assigned to CFT will be assigned an MD grade for their performance in their assigned duty position and detail.

3. Developmental Requirements.

- a. Initial counseling for Third Class Cadets and Cadet chain of command.
 - 1) Cadet chain of command. Each chain of command member will initiate a Periodic Development Review (PDR), during the first week of the Leader Training Program (LTP) and close it out at the conclusion of the detail. Chain of command members will conduct an initial counseling of their rated Cadet chain of command members during the LTP. This counseling will focus on goals and objectives, standards of performance and conduct, expectations and command climate.
 - 2) Cadet squad leaders will conduct an individual initial counseling for each of their rated Third Class Cadets within 3 days of the beginning of each detail. The purpose of the initial counseling is to establish the leader's expectations of the subordinate, to set goals and objectives, establish performance standards, and to establish the leadership climate in the unit.
- b. End-of-detail counseling.
 - 1) All raters will counsel their rated Cadets at the end of the detail. The counseling will be summarized on the PDR from earlier counseling sessions. The counseling will address the degree to which the rated Cadet met the leader's expectations and established standards of performance, and the original goals and objectives.
 - 2) A member of the company TAC Team will counsel each Cadet at the conclusion of each detail on their performance and development to date, and the MD grade which they will receive. This counseling session should focus on directly-observed behaviors and on reports received from other sources, and compare these observations to the word pictures in Chapter 17 to demonstrate to the rated Cadet the basis for the assigned grade.
- c. Programming of leader opportunities. During the Leader Training Program, Company and Platoon Trainers will identify those leadership opportunities in which they may directly observe Third Class Cadets and generate Cadet Observation Reports. These opportunities become the basis for feedback given to Cadet trainees and chain of command, and support the MD grades assessed. Each Third Class Cadet will be placed in at least two leadership positions each detail, where the situation or task has been previously identified and an observer (officer or Cadet chain of command) has been assigned. Company and Platoon Trainers are responsible for identifying which Cadets are to be placed in specific positions/situations and the duration of the assignment. Such opportunities include, but are not limited to:
 - 1) Performance of duties as a designated Team Leader for an evaluated period of at least 72 continuous hours. This is a requirement for each Third Class Cadet at least twice during CFT.

CHAPTER 19, Appendix 2 - LEADS in Cadet Field Training

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2) Leading peers in any structured situation, such as a Physical Fitness Conditioning Drill, or as an assistant instructor.

3) Performance on guard duty (CCQ, Central Guard Shack, Guard, etc.)

4) Performance of any other assigned additional duties.

d. Cadet Observation Reports. The Observation Report (USMA Form 2-50R), allows an evaluator to observe performance, note and record specific leader behaviors of the rated individual, categorize those behaviors observed as effective or ineffective, and provide immediate feedback to the observed Cadet and the chain of command. Company or Platoon Trainers, Cadet chain of command, committees, and/or augmentation personnel may prepare Observation Reports as indicated.

e. Observation of Leader Behavior and Duty Performance (Observation reports).

1) All officers, non-commissioned officers and Cadet chain of command are responsible for observing and recording leader behaviors and duty performance of Third Class Cadets and Cadet chain of command members using the USMA Form 2-50R. This report allows an evaluator to observe performance, note and record specific leader behaviors of the rated individual, categorize those behaviors observed as effective or ineffective, and provide immediate feedback to the observed Cadet and the chain of command. Company or Platoon Trainers, Cadet chain of command, committees, and/or augmentation personnel may prepare Observation Reports as indicated.

2) Cadet Observation Reports which document behaviors which lead to a Regimental-level or higher Article 10 proceeding, or disciplinary action under AR 210-26 or the Uniform Code of Military Justice, will be entered into AMS within 48 hours of receiving the report. Depending on the circumstances and the alleged offense, the actual disciplinary action may be delayed until the start of the Fall Term.

f. Leader Logs. Cadet raters will maintain a leader log on all rated subordinates. Company Tactical Officers and appropriate members of the Cadet chain of command will monitor the preparation and maintenance of the leader logs. At the conclusion of the first detail, the Cadet chain of command will ensure all leader logs are transferred to the appropriate leaders of the second detail. At the conclusion of the summer term, Company Tactical Officers are responsible for ensuring all files are complete and forwarded to the Third Class Cadet's AY TAC Team.

4. Evaluations (MD Grading). Cadets' grades in CFT are based on the combined grades submitted by the rater, intermediate rater and senior rater. The grades are calculated in accordance with the procedures in Chapter 17.

a. Third Class Cadets receive a grade in CFT from the detail chain of command, which form the overall MD200 grade. The grades supplied by the rater, intermediate rater and senior rater in each detail form the final MD200 grade.

b. Cadet chain of command members will receive a grade at the end of their detail, which will be their grade for MD300. The grades supplied by the rater, intermediate rater and senior rater are combined to form the final MD300 grade.

c. Officers, NCO's and Cadet chain of command members are responsible for preparing MD grades as specified in *Figure 2-2* and *Figure 2-4*.

d. MD grades are submitted electronically. All grades must be submitted before the run-back at the end of CFT.

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USCC PAM 6-22

Figure 2-1

**Cadet Field Training
Regimental Staff**

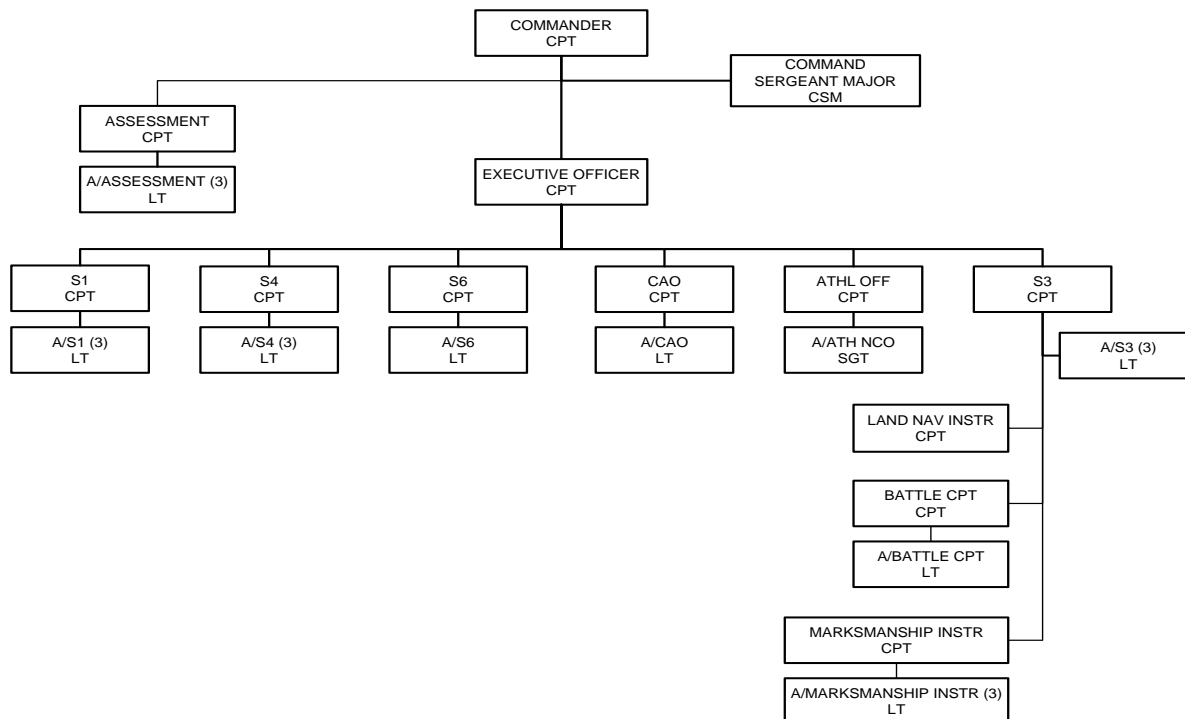


Figure 2-2

Cadet Field Training Regimental Staff

POSITION	RATER	%	INTERMEDIATE RATER	%	SENIOR RATER	%
REGT CDR		--		--	CFT CDR	100
REGT XO	REGT CDR	45		--	CFT CDR	55
REGT CSM	REGT CDR	45		--	CFT CDR	55
REGT S-1	REGT XO	25	REGT CDR	20	CFT XO	55
A/S-1 (3)	REGT S-1	25	REGT XO	20	CFT XO	55
REGT S-3	REGT XO	25	REGT CDR	20	CFT XO	55
A/S-3 (3)	REGT S-3	25	REGT XO	20	CFT XO	55
REGT S-4	REGT XO	25	REGT CDR	20	CFT XO	55
A/S-4 (3)	REGT S-4	25	REGT XO	20	CFT XO	55
REGT S-6	REGT XO	25	REGT CDR	20	CFT XO	55

CHAPTER 19, Appendix 2 - LEADS in Cadet Field Training
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POSITION	RATER	%	INTERMEDIATE RATER	%	SENIOR RATER	%
REGT A/S-6	REGT S-6	25	REGT XO	20	CFT XO	55
REGT CAO	REGT XO	25	REGT CDR	20	CFT XO	55
REGT A/CAO	REG CAO	25	REGT XO	20	CFT XO	55
REGT ATHL OFF	REGT XO	25	REGT CDR	20	CFT XO	55
REGT A/ATH NCO	REGT ATHL OFF	25	REG XO	20	CFT XO	55
REGT BATTLE CPT	REGT S3	25	REGT XO	20	CFT XO	55
A/ REGT BATTLE CPT	REGT BATTLE CPT	25	REGT S3	20	CFT XO	55
REGT ASSESSMENT	REGT CDR	45		--	CFT XO	55
A/REGT ASSESMENT	REGT ASSESSMENT	25	REGT CDR	20	CFT XO	55
LAND NAV INSTR	REGT S3	25	REGT CDR	20	CFT XO	55
MARKSMANSHIP INSTR	REGT S3	25	REGT CDR	20	CFT XO	55
A/MARKSMANSHIP INSTR	MARKSMANSHIP INSTR	25	REGT S3	20	CFT XO	55

Figure 2-3

Cadet Field Training Company Staff

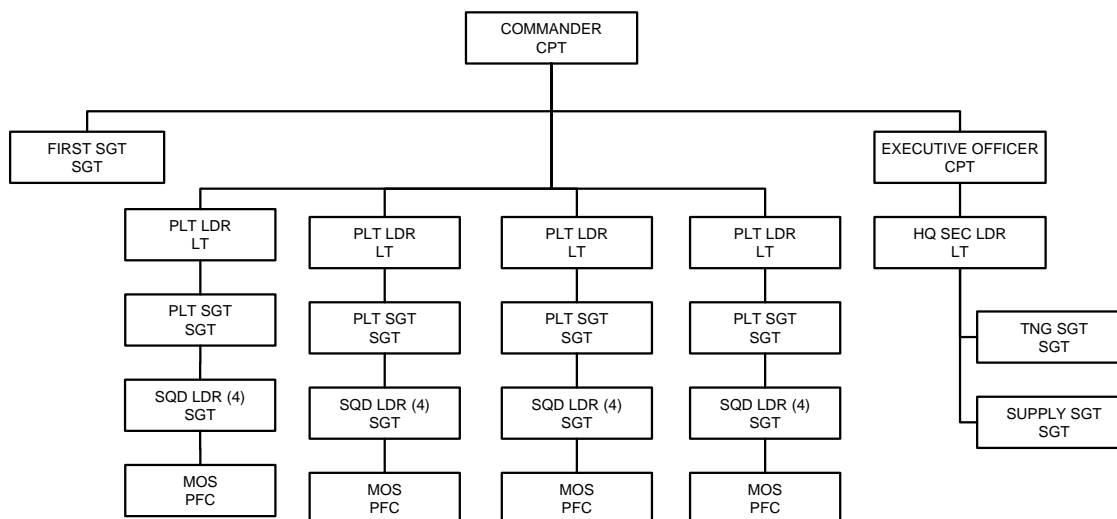


Figure 2-4

Cadet Field Training Company

POSITION	RATER	%	INTERMEDIATE RATER	%	SENIOR RATER	%
CO CDR	REGT CDR	45		--	TAC TEAM	55
CO XO	CO CDR	25	REGT XO	20	TAC TEAM	55
1SG	CO CDR	25	REGT CSM	20	TAC TEAM	55
HQ SECTION LDR	CO XO	25	CO CDR	25	TAC TEAM	55
TNG SGT	HQ SECTION LDR	25	CO XO	20	TAC TEAM	55
PLT LDR	CO CDR	45		--	TAC TEAM	55
PLT SGT	PLT LDR	25	1SG	20	TAC TEAM	55
SUPPLY SGT	HQ SECTION LDR	25	CO XO	20	TAC TEAM	55
SQD LDR	PLT SGT	25	PLT LDR	20	TAC TEAM	55
MOS	SQD LDR	25	PLT SGT	20	TAC TEAM	55

CHAPTER 19, Appendix 3 - LEADS in Cadet Leader Development Training (CLDT)

USCC PAM 6-22

1. General. Cadet Leader Development Training provides First and Second Class Cadets with leadership opportunities in a field environment. LEADS provides a system for evaluating leadership traits/behaviors during the course of summer training at Camp Buckner and other designated training sites. The purposes of LEADS in CLDT are:

- a. To provide a system to record observations and evaluate leader traits/behaviors in the field environment.
- b. To provide the Academic Year Tactical Officer with reliable behavioral based data on the leader development of members of the Cadet chain of command.
- c. To assess the First and Second Class chain of command member's overall performance through the assignment of a Military Development (MD) grade. Such assessments not only measure performance, they also reinforce the understanding of LEADS and indoctrinate the role of the Platoon Leader in the evaluation system.

2. Organization. The Cadet Leader Development organization is displayed in *Figure 3-1* and *Figure 3-2*. This structure is fixed; deviations are not permitted. All Cadet Chain of Command personnel assigned to CLDT will be assigned a MD grade for their performance in their assigned duty position and detail. Cadets assigned as a trainee will receive an ML300 grade in accordance with the USCC Greenbook.

3. Developmental Requirements.

- a. Initial counseling for Cadet chain of command. Each chain of command member will initiate a Periodic Development Review (PDR), during the first week of the Leader Training Program (LTP) and close it out at the conclusion of the detail. Chain of command members will conduct an initial counseling of their rated Cadet chain of command members during the LTP. This counseling will focus on goals and objectives, standards of performance and conduct, expectations and command climate.

- b. End-of-detail counseling.

- 1) All raters will counsel their rated Cadets at the end of the detail. The counseling will be summarized on the PDR from earlier counseling sessions. The counseling will address the degree to which the rated Cadet met the leader's expectations and established standards of performance, and the original goals and objectives.

- 2) A member of the company TAC Team will counsel each Cadet at the conclusion of each detail on their performance and development to date, and the MD grade which they will receive. This counseling session should focus on directly-observed behaviors and on reports received from other sources, and compare these observations to the word pictures in Chapter 17 to demonstrate to the rated Cadet the basis for the assigned grade.

- c. Programming of leader opportunities. During the Leader Training Program, Company and Platoon Trainers will identify those leadership opportunities in which they may directly observe Cadets and generate Cadet Observation Reports. These opportunities become the basis for feedback given to Cadet trainees and chain of command. Each Cadet will be placed in at least two leadership positions each detail, where the situation or task has been previously identified and an observer (officer or Cadet chain of command) has been assigned. Company and Platoon Trainers are responsible for identifying which Cadets are to be placed in specific positions/situations and the duration of the assignment. Such opportunities include, but are not limited to:

- d. Cadet Observation Reports. The Observation Report (USMA Form 2-50R), allows an evaluator to observe performance, note and record specific leader behaviors of the rated individual, categorize those behaviors observed as effective or ineffective, and provide immediate feedback to the observed Cadet and the chain of command. Company or Platoon Trainers, Cadet chain of command, committees, and/or augmentation personnel may prepare Observation Reports as indicated.

- e. Observation of Leader Behavior and Duty Performance (Observation reports).

- 1) All officers, non-commissioned officers and Cadet chain of command are responsible for observing

CHAPTER 19, Appendix 3 - LEADS in Cadet Leader Development Training (CLDT)

USCC PAM 6-22

and recording leader behaviors and duty performance of trainee Cadets and Cadet chain of command members using the USMA Form 2-50R. This report allows an evaluator to observe performance, note and record specific leader behaviors of the rated individual, categorize those behaviors observed as effective or ineffective, and provide immediate feedback to the observed Cadet and the chain of command. Company or Platoon Trainers, Cadet chain of command, committees, and/or augmentation personnel may prepare Observation Reports as indicated.

2) Cadet Observation Reports which document behaviors which lead to a Regimental-level or higher Article 10 proceeding, or disciplinary action under AR 210-26 or the Uniform Code of Military Justice, will be entered into AMS within 48 hours of receiving the report. Depending on the circumstances and the alleged offense, the actual disciplinary action may be delayed until the start of the Fall Term.

3) Every member of the Cadet chain of command should receive, at a minimum, three observation reports from their chain of command during their detail; additional observation reports can be prepared as required. Information from the observation reports will be used as input to the PDR and contribute to the Military Development grade.

f. Leader Logs. Cadet raters will maintain a leader log on all rated subordinates. Company Tactical Officers and appropriate members of the Cadet chain of command will monitor the preparation and maintenance of the leader logs. At the conclusion of the summer term, Company Tactical Officers are responsible for ensuring all files are complete and forwarded to the Cadet's AY TAC Team.

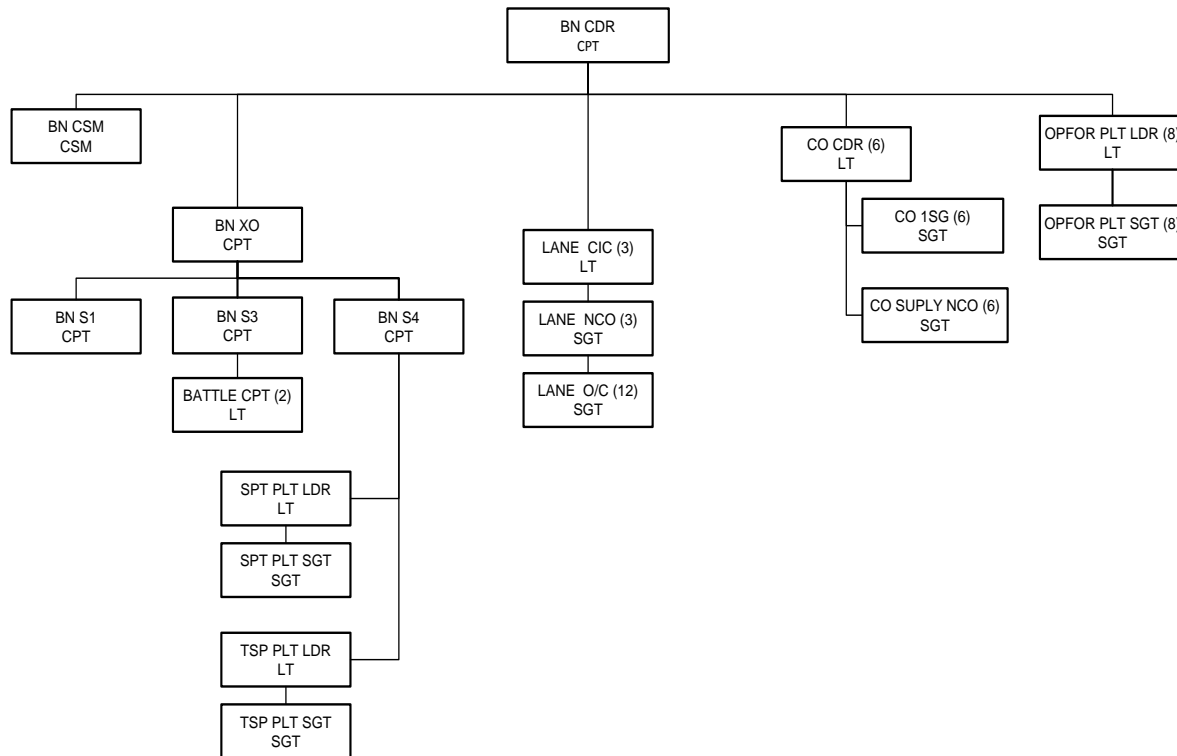
4. Evaluations (MD Grading). The grades are calculated in accordance with the procedures in Chapter 17.

a. Cadet Chain of Command members will receive a grade at the end of their detail, which will be their grade for their West Point detail. The grades supplied by the rater, intermediate rater and senior rater are combined to form the final MD300 grade.

b. First Class Cadets participating in CLDT as a trainee will be assigned an ML300 grade by the Tactical Officer, based on the Cadets' performance. Grading criteria for ML300 are further described in the USCC Greenbook.

1. Figure 3-1

Cadet Leader Development Training



CHAPTER 19, Appendix 3 - LEADS in Cadet Leader Development Training (CLDT)
USCC PAM 6-22

2. Figure 3-2

Cadet Leader Development Training Cadet Staff

POSITION	RATER	%	INTERMEDIATE RATER	%	SENIOR RATER	%
BN CDR		--		--	CLDT RTO	100
BN XO	BN CDR	45		--	CLDT XO	55
BN CSM	BN CDR	45		--	CLDT CSM	55
BN S1	BN XO	25	BN CDR	20	CLDT XO	55
BN S3	BN XO	25	BN CDR	20	CLDT S3	55
BN S4	BN XO	25	BN CDR	20	CLDT XO	55
BATTLE CPT	BN S3	25	BN XO	20	CLDT XO	55
SPT PLT LDR	BN S4	25	BN XO	20	CLDT XO	55
SPT PLT SGT	SPT PLT LDR	25	BN S4	20	CLDT XO	55
TSP PLT LDR	BN S4	25	BN XO	20	CLDT XO	55
TSP PLT SGT	TPS PLT LDR	25	BN S4	20	CLDT XO	55
LANE CIC		--		--	LANE OIC	100
LANE NCO	LANE CIC	45		--	LANE OIC	55
LANE O/C	LANE NCO	25	LANE CIC	20	LANE OIC	55
OPFOR PLT LDR		--		--	OPFOR CIC	100
OPFOR PLT SGT	OPFOR PLT LDR	45		--	OPFOR CIC	55
CO CDR	BN CDR	45		--	CO TRAINER	55
CO 1SG	CO CDR	25	BN CDR	20	CO TRAINER	55
CO SUPL NCO	CO CDR	25	BN S4	20	CO TRAINER	55

CHAPTER 19, Appendix 4 - LEADS in Summer Garrison Regiment

USCC PAM 6-22

1. General. The Summer Garrison Regiment detail is broken down into three parts: SGR-1 (Graduation through STAP Graduation); SGR-2 (STAP Graduation until mid-July), and; SGR-3 (mid-July until Reorganization Week). All Cadets assigned as chain of command will fully participate in the LEADS process.

2. Organization. *Figure 4-1 and Figure 4-2* provides the Summer Garrison Regiment organization. The SGR task organization is five companies and a regimental staff. The first four companies are organized with four platoons and consist of Cadets attending STAP. The platoon chain of command will be derived from the First and Second Class Cadets attending STAP; these Cadets will not receive an MD grade. The fifth company will include all other Cadets. During SGR, the task organization is two platoons with an SGR company headquarters. The SGR regimental staff, SGR company commanders and first sergeants, and platoon sergeants will fully participate in the LEADS process.

3. Developmental Requirements.

a. Overview. Cadets assigned to SGR participate fully in the developmental process. Cadets attending STAP will not formally participate in the developmental (or evaluative) LEADS processes. However, the chain of command will provide feedback to the Cadet and his/her AY TAC in the form of a Cadet Observation Report (at a minimum) for the time spent in SGR.

b. Counseling requirements.

1) Initial counseling. Each chain of command member will initiate a Periodic Development Review (PDR), during the first three days of the detail and close it out at the conclusion of the detail. Chain of command members will conduct an initial counseling of their rated Cadet chain of command members within the first seven days of the detail. This counseling will focus on goals and objectives, standards of performance and conduct, expectations and command climate.

2) End-of-detail counseling.

(a) All raters will counsel their rated Cadets at the end of the detail. The counseling will be summarized on the PDR from earlier counseling sessions. The counseling will address the degree to which the rated Cadet met the leader's expectations and established standards of performance, and the original goals and objectives.

c. Cadet Observation Report.

1) The Observation Report (prepared on USMA Form 2-50R), allows an evaluator to observe performance, note and record specific leader behaviors of the rated individual, categorize those behaviors observed as effective or ineffective, and provide immediate feedback to the observed Cadet and the chain of command. Company or Platoon Trainers, Cadet chain of command, committees, and/or augmentation personnel may prepare Observation Reports as indicated.

2) Cadet Observation Reports that document behaviors which lead to a Regimental-level or higher Article 10 proceeding, or disciplinary action under AR 210-26 or the Uniform Code of Military Justice, will be entered into AMS within 48 hours of receiving the report. Depending on the circumstances and the alleged offense, the actual disciplinary action may be delayed until the start of the Fall Term.

3) Every member of the Cadet chain of command should receive, at a minimum, three observation reports from their chain of command during their detail; additional observation reports can be prepared as required. Information from the observation reports will be used as input to the PDR and contribute to the Military Development grade.

d. Leader Logs. Cadets designated as raters will maintain Leader Logs on all rated Cadets under their supervision. SGR Tactical Officers and appropriate members of the Cadet chain of command will monitor the keeping of those records required to be in the Leader Logs. At the conclusion of the summer's training, SGR Tactical Officers are responsible for ensuring all files are complete and forwarded to the Cadet's AY TAC Team.

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4. Evaluations (MD Grading). Cadets' grades in SGR are based on the combined grades submitted by the rater, intermediate rater and senior rater. The grades are calculated in accordance with the procedures in Chapter 17.

a. Cadet chain of command members will receive a grade at the end of their detail, which will be their grade for MD300. The grades supplied by the rater, intermediate rater and senior rater are combined to form the final MD300 grade.

b. Officers and Cadet chain of command members are responsible for preparing MD grades as specified in *Figure 4-2*.

c. MD grades are submitted electronically. All MD grades must be submitted before the conclusion of the detail. Cadets who fail to submit their grades by these deadlines will have their MD300 grade reduced by one full letter grade.

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1. Figure 4-1

Summer Garrison Regiment

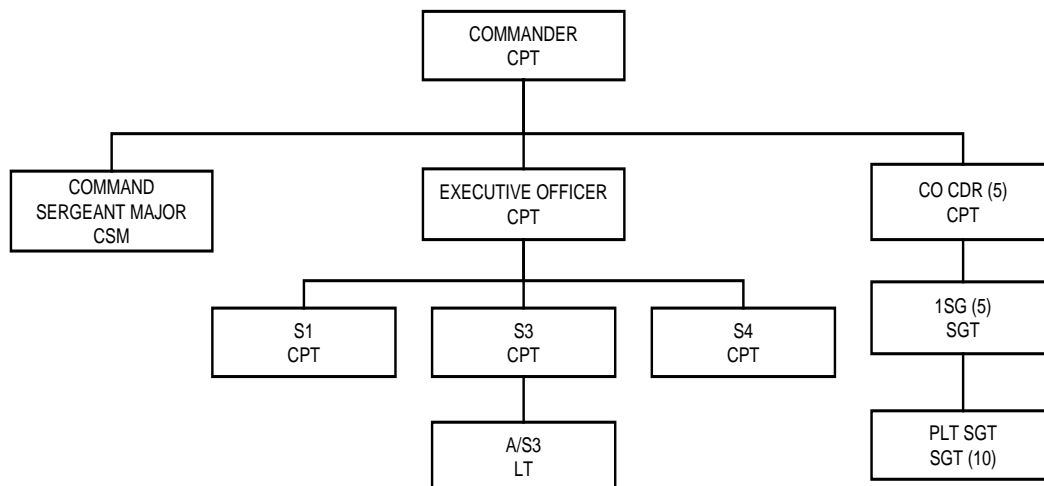


Figure 4-2

Summer Garrison Regiment

POSITION	RATER	%	INTERMEDIATE RATER	%	SENIOR RATER	%
REGT CDR		--		--	SGR CDR	100
REGT XO	REGT CDR	45		--	SGR CDR	55
REGT S-1	REGT XO	25	REGT CDR	20	SGR CDR	55
REGT S-3	REGT XO	25	REGT CDR	20	SGR CDR	55
REGT A/S3	REGT S-3	25	REGT XO	20	SGR CDR	55
REGT S-4	REGT XO	25	REGT CDR	20	SGR CDR	55
REGT CSM	REGT CDR	45		--	SGR CDR	55
CO CDR	REGT CDR	45		--	SGR TAC	55
CO 1SG	CO CDR	45		--	SGR TAC	55
PLT SGT	CO 1SG	25	CO CDR	20	SGR TAC	55

CHAPTER 19, Appendix 5 - LEADS in Summer Leaders' Experience

USCC PAM 6-22

1. General. Serving as a Cadet chain of command member for the Summer Leader Experience (SLE) provides First and Second Class Cadets with leadership opportunities in a garrison environment. LEADS provides a system for evaluating leadership traits/behaviors during the course of summer training at SLE. The purposes of LEADS in SLE are:

- a. To provide a system to record observations and evaluate leader traits/behaviors in the Garrison environment.
- b. To provide the Academic Year Tactical Officer with reliable behavioral based data on the leader development of members of the Cadet chain of command.
- c. To assess the overall performance of the Cadet chain of command through the assignment of a Military Development (MD) grade. Such assessments not only measure performance, they also reinforce the understanding of LEADS.

2. Organization. The SLE organization is displayed in *Figure 5-1* and *Figure 5-2*. This structure is fixed; deviations are not permitted. All Cadets assigned to SLE will be assigned an MD grade for their performance in their assigned duty position and detail.

3. Developmental Requirements.

a. Overview. Cadets assigned to SLE participate fully in the developmental process. Students attending SLE will not formally participate in the developmental (or evaluative) LEADS processes. However, the chain of command should provide feedback to the student on their performance in SLE.

b. Counseling requirements.

1) Initial counseling. Each rater will initiate a Periodic Development Review (PDR), during the first three days of the detail and close it out at the conclusion of the detail. Chain of command members will conduct an initial counseling of their rated Cadet chain of command members within the first seven days of the detail. This counseling will focus on goals and objectives, standards of performance and conduct, expectations and command climate.

2) End-of-detail counseling.

(a) All raters will counsel their rated Cadets at the end of the detail. The counseling will be summarized on the PDR from earlier counseling sessions. The counseling will address the degree to which the rated Cadet met the leader's expectations and established standards of performance, and the original goals and objectives.

c. Cadet Observation Reports.

1) Observation of Leader Behavior and Duty Performance. All officers, non-commissioned officers and Cadet chain of command are responsible for observing and recording leader behaviors and duty performance of the Cadet chain of command members using the USMA Form 2-50R. This allows the evaluator to observe performance, note and record specific leader behaviors of the rated individual, categorize those behaviors observed as effective or ineffective, and provide immediate feedback to the observed Cadet and the chain of command. Company or Platoon Trainers, Cadet chain of command, committees, and/or augmentation personnel may prepare Observation Reports as indicated.

2) Cadet Observation Reports that document behaviors which lead to a Regimental-level or higher Article 10 proceeding, or disciplinary action under AR 210-26 or the Uniform Code of Military Justice, will be entered into AMS within 48 hours of receiving the report. Depending on the circumstances and the alleged offense, the actual disciplinary action may be delayed until the start of the Fall Term.

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3) Every member of the Cadet chain of command should receive, at a minimum, three observation reports from their chain of command during their detail; additional observation reports can be prepared as required. Information from the observation reports will be used as input to the PDR and contribute to the Military Development grade.

d. Leader Logs. Cadets designated as raters will maintain Leader Logs on all rated Cadets under their supervision. The SLE Officer-in-Charge (OIC) and appropriate members of the Cadet chain of command will monitor the keeping of those records required to be in the Leader Logs. At the conclusion of the summer's training, the SLE OIC is responsible for ensuring all files are complete and forwarded to the Cadet's AY TAC Team.

4. Evaluations (MD Grading). Cadets' grades in SLE are based on the combined grades submitted by the rater, intermediate rater and senior rater. The grades are calculated in accordance with the procedures in Chapter 17.

a. Cadet chain of command members will receive a grade at the end of their detail, which will be their grade for MD300. The grades supplied by the rater, intermediate rater and senior rater are combined to form the final MD300 grade.

b. Officers and Cadet chain of command members are responsible for preparing MD grades as specified in *Figure 5-2*.

c. MD grades are submitted electronically. All MD grades must be submitted before the conclusion of the detail.

5. Figure 5-1

Summer Leader Experience

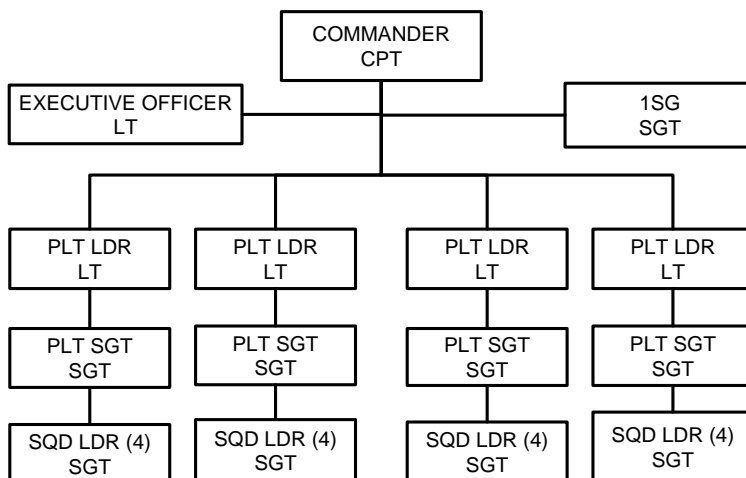


Figure 5-2

Summer Leader Experience

POSITION	RATER	%	INTERMEDIATE RATER	%	SENIOR RATER	%
CO CDR		--		--	SLE OIC	100
CO XO	CO CDR	45		--	SLE OIC	55
CO 1SG	CO CDR	45		--	SLE OIC	55
PLT LDR	CO CDR	45		--	SLE OIC	55
PLT SGT	PTL LDR	25	CO CDR	20	SLE OIC	55
SQD LDR	PLT SGT	25	PLT LDR	20	SLE OIC	55

CHAPTER 19, Appendix 6 - LEADS in Cadet Troop Leader Training (CTLT)

USCC PAM 6-22

1. Purpose. The primary objective of CTLT is to provide an opportunity to develop leadership abilities through realistic and practical experiences while performing duties as a junior commissioned officer in a unit of the Regular Army. During the period spent in the operational Army, the rater and senior rater of the Cadet have a unique opportunity to observe performance and make comments. These comments are invaluable in assisting the TAC in the development of the Cadet's full potential as a leader. The rating scheme for a CTLT Cadet will be the same as any junior officer.

2. Evaluation. To accomplish the counseling and developmental goals of CTLT, evaluations submitted must be objective, specific, and timely.

a. Cadets' performance is evaluated through the completion of an OER (DA Form 67-10). The information collected during CTLT is intended primarily for counseling and development. Raters and senior raters are urged to be frank and discuss deficiencies as well as elaborate on strengths.

b. Raters and senior raters are required to complete the OER prior to the Cadet departing the unit.

c. Based on the Cadets' performance in his/her unit, the Tactical Officer will assign a grade of Pass or Fail for MD400. While the criteria for assigning a grade are subjective, in general, a Cadet would normally receive a failing grade for CTLT if he or she commits an act of misconduct which would normally be punished by a Field Grade Article 15 or higher, or violates the provisions of Chapter 6, AR 210-26.

3. Disposition of Forms. Upon return to USMA, the Cadet will turn in one copy of the OER to the company TAC Team. TAC Teams will then submit all OERs to the CAT cell NLT three weeks after the start of the fall term.

CHAPTER 19, Appendix 7 - LEADS in Air Assault Detail

USCC PAM 6-22

1. General. First and Second Class Cadets are assigned to the Air Assault School (AAS) chain of command for the command and control of the Air Assault School course. Other Cadets attend the Air Assault course to meet the attendance requirement for an Individual Advanced Development (IAD). LEADS provides a system for evaluating leadership traits/behaviors during the course of summer training at designated training sites. The purposes of LEADS during AAS are:

- a. To provide a system to record observations and evaluate leader traits/behaviors in the AAS training environment.
- b. To provide the Academic Year Tactical Officer with reliable behavioral-based data on the leader development of members of the Cadet chain of command.
- c. To assess a Cadet chain of command member's overall development and performance through the assignment of a Military Development (MD) grade.

2. Organization. The AAS organization is displayed in *Figure 7-1* and *Figure 7-2*. This structure is fixed; deviations are not permitted. All Cadet chain of command personnel assigned to AAS will be assigned a MD grade for their performance in their assigned duty position and detail. Cadet chain of command members will be OPCON to the Air Assault School OIC.

3. Developmental Requirements.

a. Initial counseling for Cadet chain of command. Each chain of command member will initiate a Periodic Development Review (PDR) at the beginning of AAS and close it out at the conclusion of the detail. Chain of command members will conduct an initial counseling of their rated Cadet chain of command members prior to the beginning of the first Air Assault School course. This counseling will focus on goals and objectives, standards of performance and conduct, expectations and command climate.

b. End-of-detail counseling.

1) All raters will counsel their rated Cadets at the end of the detail. The counseling will be summarized on the PDR from earlier counseling sessions. The counseling will address the degree to which the rated Cadet met the leader's expectations and established standards of performance, and the original goals and objectives.

2) The Air Assault School OIC will counsel each Cadet chain of command member at the conclusion of the detail on their performance and development to date, and the MD grade which they will receive. This counseling session should focus on directly-observed behaviors and on reports received from other sources, and compare these observations to the word pictures in Chapter 17 to demonstrate to the rated Cadet the basis for the assigned grade.

c. Observation of Leader Behavior and Duty Performance (Observation reports).

1) All officers, non-commissioned officers and Cadet chain of command are responsible for observing and recording leader behaviors and duty performance using the USMA Form 2-50R, *Cadet Observation Report*. These observations are used to affirm, strengthen, or objectively critique the rated Cadet on his or her performance during the observed training or duty performance.

2) Cadet Observation Reports which document behaviors which lead to a Regimental-level or higher Article 10 proceeding, or disciplinary action under AR 210-26 or the Uniform Code of Military Justice, will be entered into AMS within 48 hours of receiving the report. Depending on the circumstances and the alleged offense, the actual disciplinary action may be delayed until the start of the Fall Term.

3) Every member of the Cadet chain of command should receive, at a minimum, three observation reports from their chain of command during the detail; additional observation reports can be prepared as required. Information from the observation reports will be used as input to the PDR.

CHAPTER 19, Appendix 7 - LEADS in Air Assault Detail

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d. **Leader Logs.** Cadet raters will maintain a leader log on all rated Cadet chain of command subordinates. The Air Assault School OIC will monitor the preparation and maintenance of the leader logs. At the conclusion of the detail, the OIC is responsible for ensuring all files are complete and sent to each Cadet's AY TAC Team.

4. Evaluations (MD Grading). Cadet chain of command members' grades in the detail are based on the combined grades submitted by the rater, intermediate rater and senior rater. The grades are calculated in accordance with the procedures in Chapter 17.

a. Cadet chain of command members will receive a grade at the end of their detail, which will be their grade for their West Point detail. The grades supplied by the rater, intermediate rater and senior rater are combined to form the final MD300 grade.

b. Raters at all levels are responsible for preparing MD grades as specified in *Figure 7-2*.

c. MD grades are submitted electronically. All MD grades must be submitted before the end of the detail. Cadets who fail to submit their grades by this deadline will have their MD300 grade reduced by one full letter grade.

Figure 7-1

Air Assault Detail

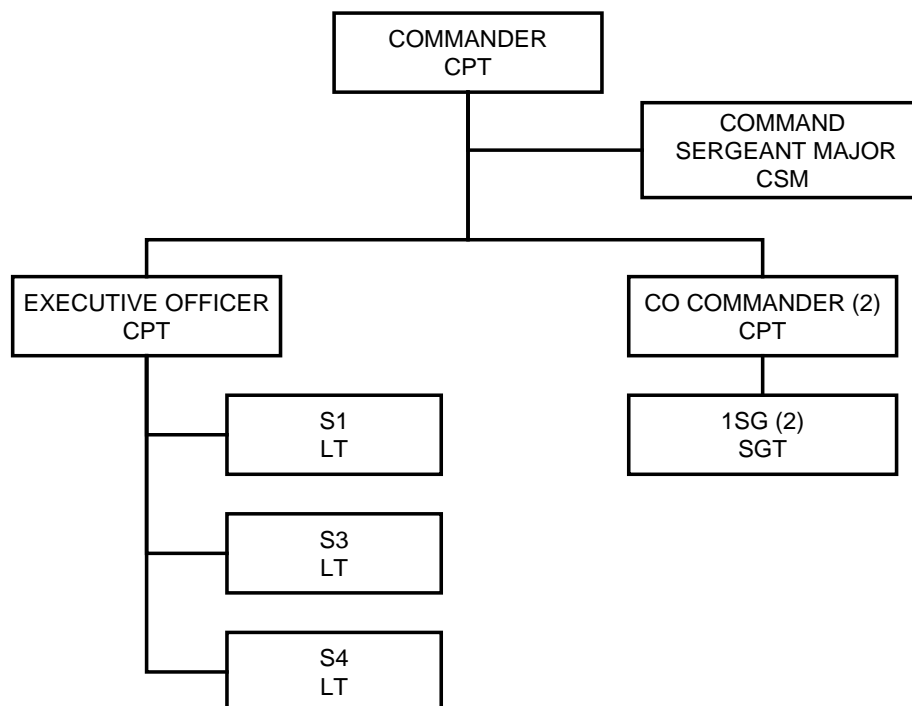


Figure 7-2

Air Assault School Cadet Staff

POSITION	RATER	%	INTERMEDIATE RATER	%	SENIOR RATER	%
BN CDR					AAS OIC	100
BN XO	BN CDR	45			AAS OIC	55
BN CSM	BN CDR	45			AAS OIC	55
BN S-1	BN XO	25	BN CDR	20	AAS OIC	55
BN S-3	BN XO	25	BN CDR	20	AAS OIC	55
BN S-4	BN XO	25	BN CDR	20	AAS OIC	55
CO CDR	BN CDR	45			AAS OIC	55
CO 1SG	CO CDR	25	BN CSM	20	AAS OIC	55

CHAPTER 19, Appendix 8 - LEADS in Cadet Candidate Basic Training

USCC PAM 6-22

1. General. Cadet Candidate Basic Training at the USMA Preparatory School provides USMA Cadets in the upper two classes with leadership opportunities under field and garrison conditions. LEADS provides a system for evaluating leadership traits/behaviors during the course of summer training at designated training sites. The purposes of LEADS during CCBT are:

- a. To provide a system to record observations and evaluate leader traits/behaviors in the garrison and field training environment.
- b. To provide the Academic Year Tactical Officer with reliable behavioral-based data on the leader development of members of the Cadet chain of command.
- c. To assess a Cadet chain of command member's overall development and performance through the assignment of a Military Development (MD) grade.

2. Organization. The CCBT organization is displayed in *Figure 8-1* and *Figure 8-2*. This structure is fixed; deviations are not permitted. All Cadet chain of command personnel assigned to CCBT will be assigned a MD grade for their performance in their assigned duty position and detail.

3. Developmental Requirements.

- a. Initial counseling for Cadet chain of command.

- 1) Cadet chain of command. Each chain of command member will conduct initial counseling at the beginning of CCBT. Chain of command members will conduct an initial counseling of their rated Cadet chain of command members prior to the beginning of Cadet Candidate Basic Training (CCBT). This counseling will focus on goals and objectives, standards of performance and conduct, expectations and command climate.

- 2) Cadet squad leaders will conduct an individual initial counseling for each of their Cadet Candidates within 3 days of the beginning of each detail. The purpose of the initial counseling is to establish the leader's expectations of the subordinate, to set goals and objectives, establish performance standards, and to establish the leadership climate in the unit. PDRs are not required for Cadet Candidates.

- b. End-of-detail counseling.

- 1) All raters will counsel their rated Cadet Candidates or Cadet chain of command at the end of the detail. The counseling will be summarized on the PDR from earlier counseling sessions for the Cadet chain of command. The counseling will address the degree to which the rated Cadet met the leader's expectations and established standards of performance, and the original goals and objectives. Raters should also communicate to the rated Cadet their MD grade input from them as their rater. Cadet Candidates do not receive a MD grade.

- 2) A member of the company TAC Team will counsel each Cadet chain of command member at the conclusion of CCBT on their performance and development to date, and the MD grade which they will receive. This counseling session should focus on directly-observed behaviors and on reports received from other sources, and compare these observations to the word pictures in Chapter 17 to demonstrate to the rated Cadet the basis for the assigned grade.

- c. Observation of Leader Behavior and Duty Performance (Observation reports).

- 1) All officers, non-commissioned officers and Cadet chain of command are responsible for observing and recording leader behaviors and duty performance using the USMA Form 2-50R, *Cadet Observation Report*. Observation reports will be utilized in the same manner for Cadet chain of command and for Cadet Candidates. These observations are used to affirm, strengthen, or objectively critique the rated Cadet on his or her performance during the observed training or duty performance.

CHAPTER 19, Appendix 8 - LEADS in Cadet Candidate Basic Training

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2) Cadet Observation Reports which document behaviors which lead to a Regimental-level or higher Article 10 proceeding, or disciplinary action under AR 210-26 or the Uniform Code of Military Justice, will be entered into AMS within 48 hours of receiving the report. Depending on the circumstances and the alleged offense, the actual disciplinary action may be delayed until the start of the Fall Term.

d. Leader Logs. Cadet raters will maintain a leader log on all rated Cadet chain of command subordinates. Company Tactical Officers and appropriate members of the Cadet chain of command will monitor the preparation and maintenance of the leader logs. At the conclusion of CCBT, the USMAPS Battalion Tactical Officer is responsible for ensuring all files are complete and sent to the Cadet's AY TAC Team.

4. Evaluations (MD Grading). Cadet chain of command members' grades in CCBT are based on the combined grades submitted by the rater, intermediate rater and senior rater. The grades are calculated in accordance with the procedures in Chapter 17.

a. Cadet chain of command members will receive a grade at the end of their detail, which will be their grade for their West Point detail. The grades supplied by the rater, intermediate rater and senior rater are combined to form the final MD300 grade.

b. Raters at all levels are responsible for preparing MD grades as specified in *Figure 8-2*.

c. MD grades are submitted electronically. All MD grades must be submitted before the end of the detail. Cadets who fail to submit their grades by this deadline will have their MD300 grade reduced by one full letter grade.

CHAPTER 19, Appendix 8 - LEADS in Cadet Candidate Basic Training
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5. Figure 8-1

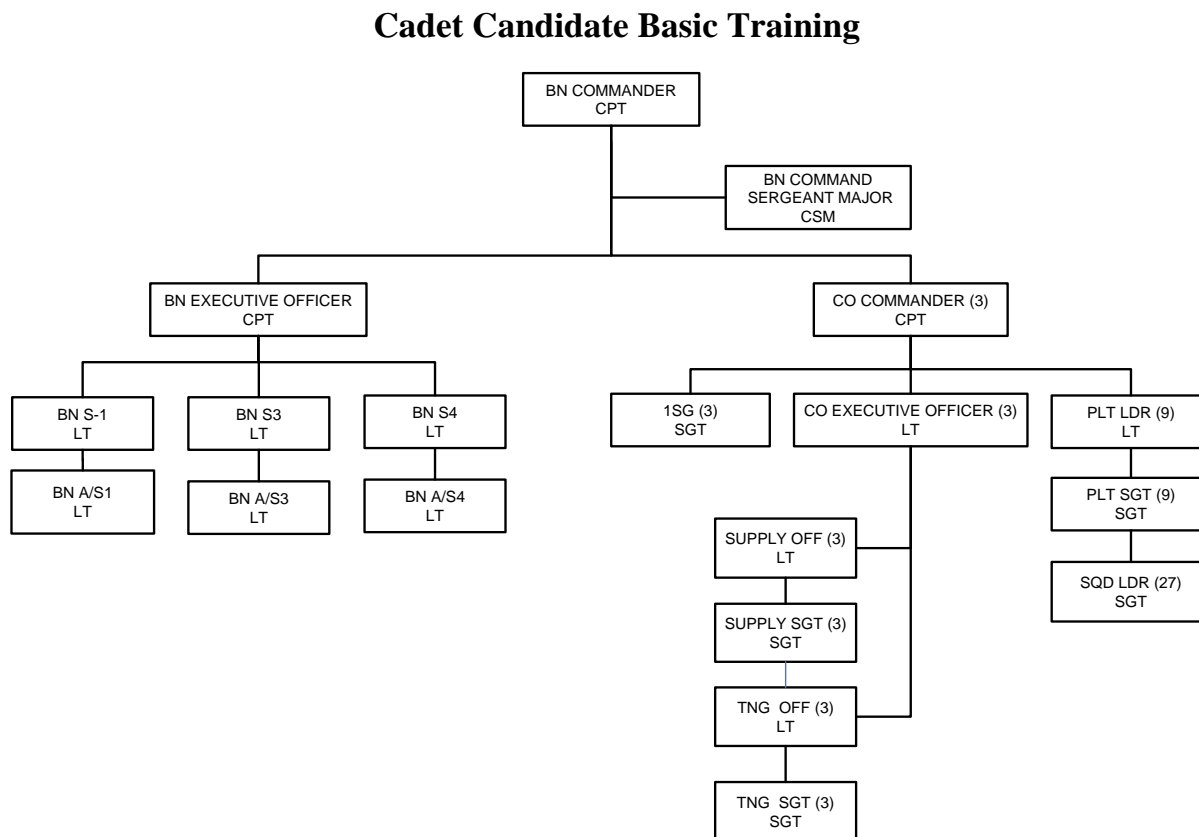


Figure 8-2

Cadet Candidate Basic Training

POSITION	RATER	%	INTERMED RATER	%	SENIOR RATER	%
BN CDR		--		--	USMAPS BN TAC	100
BN XO	BN CDR	45		--	USMAPS BN TAC	55
BN CSM	BN CDR	45		--	USMAPS BN TAC	55
BN S-1	BN XO	25	BN CDR	20	USMAPS BN TAC	55
BN A/S1	BN S-1	25	BN XO	20	USMAPS BN TAC	55
BN S-3	BN XO	25	BN CDR	20	USMAPS BN TAC	55
BN A/S-3	BN S-3	25	BN XO	20	USMAPS BN TAC	55
BN S-4	BN XO	25	BN CDR	20	USMAPS BN TAC	55
A/S-4	BN S-4	25	BN XO	20	USMAPS BN TAC	55

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POSITION	RATER	%	INTERMED RATER	%	SENIOR RATER	%
CO CDR	BN CDR	45		--	USMAPS CO TAC	55
CO XO	CO CDR	25	BN CDR	20	USMAPS CO TAC	55
CO SUPPLY OFF	CO XO	25	CO CDR	20	USMAPS CO TAC	55
CO SUPPLY SGT	CO SUPPLY OFF	25	CO XO	20	USMAPS CO TAC	55
CO TNG OFF	CO XO	25	CO CDR	20	USMAPS CO TAC	55
CO TNG SGT	CO TNG OFF	25	CO TNG OFF	20	USMAPS CO TAC	55
ISG	CO CDR	25	BN CSM	20	USMAPS CO TAC	55
PLT LDR	CO CDR	25	BN CDR	20	USMAPS CO TAC	55
PLT SGT	PLT LDR	25	CO CDR	20	USMAPS CO TAC	55
SQD LDR	PLT SGT	25	PLT LDR	20	USMAPS CO TAC	55

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CHAPTER 20 – Glossary of Terms

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GLOSSARY OF TERMS

Cadet Performance Score (CPS). The Cadet performance score is a composite measure of performance across all three developmental programs. CPS is used as the basis for determining sequence for branching the first class and for selecting initial assignments. It is also used to determine graduation order of merit and sequencing on the Army promotion list (APL). The CPS combines the Academic Program Score (APS), Military Program Score, and Physical Performance Score using weights that reflect relative allocation of planned time and relative contribution (of constituent programs) to Academy outcome goals. The relationship among components of the CPS is shown in the following algorithm:

$$\text{CPS} = .55(\text{APS}) + .30(\text{MPS}) + .15(\text{PPS})$$

Conditioned. A status assigned by the Academic Board to a Cadet who has failed Military Development (MD) or is below the minimum for grade point for Military Program Score Cumulative (MPSC). The terms of the conditioning are established in the special leader development program.

Development Process (leader). A process, through which a leader is expected to train, observe, evaluate, coach/counsel, and provide additional training to subordinates.

Development Process (subordinate). A process, through which a subordinate learns, practices, receives coaching/feedback and additional training as required.

Development Subsystem. The primary focus of LEADS whereby a Cadet, as a result of the LEADS process for both subordinate and leader, develops through the 47-month West Point Experience.

Evaluation Subsystem. That portion of LEADS concerned with the administration of the Military Development (MD) grade.

Four-Year Model of Leader Development. The philosophical foundation of the leader development process which has as its goal the graduation and commissioning of leaders of character. The model encompasses three distinct periods: development, evaluation, and transition.

Initial Counseling Session. Counseling conducted at the beginning of a performance period. The purpose of which is to establish the subordinate's role, responsibilities, performance goals and measurements of success.

Leader Log. The repository of all developmental information, i.e. observation reports, gained during the course of the performance period.

Leader Evaluation and Development System (LEADS). A system designed to set forth the provisions for the assessment and development of Cadet leadership during their Cadet career.

Military Development (MD) Grade. The MD grade is a subjective evaluation of the success of the Cadet in leader performance. The MD grade is programmed through the four-year West Point Experience in eleven modules.

Military Program. A 47-month program under the auspices of the Commandant of Cadets designed to ensure that graduates enter the Army with the basic military knowledge and skills required for commissioning and the motivation to continue their professional development through progressive training, formal schooling, and self-study. The Program codifies the programs, activities and events that contribute to a Cadet's leader development.

Military Program Score. The Military Program Score is the composite score which reflects accumulated Cadet performance in the required Military Development courses and the core Military Science courses. See Annex A of the *Greenbook* for more information.

Military Program (Greenbook). The document that provides the framework and foundation for organizing,

CHAPTER 20 – Glossary of Terms

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orchestrating, and executing the Military Program.

Observation Report. The record of immediate observations of Cadet behavior as they perform in any developmental opportunity. Designed to provide the first line leader a record of a Cadet's routine performance in an easily useable format. Normally covers a specific event or observation.

Performance Period. The period beginning immediately after the initial counseling session and continuing until the mid-term or end of the term. The objective of this period is for the leader to observe the subordinate's performance towards meeting the goals set in the initial counseling session, provide feedback on how well the goals are being met and help the subordinate work out a plan to better reach those goals.

Performance-Centered Counseling (Performance Appraisal, Team Building). Counseling designed to provide input for personnel decisions, evaluate the relative contribution of subordinates, determine training and developmental needs, provide feedback to subordinates concerning how they are doing and where they are going, make reward decisions and motivate subordinates to improve performance.

Rating Period. A specified period of time to observe and evaluate a Cadet's leadership performance. Normally these periods are each academic term and each summer detail period.

Special Leader Development Program (SLDP). The program developed for Cadets who are deficient or marginally deficient in Military Development as determined by the awarding of a Military Development Grade of "F". The Program is also used in cases where a Cadet fails to meet the established standards for personal conduct and discipline. The program identifies strengths and weaknesses within the framework of the traits of character and competence described in the Periodic Development Review and provides an agreed upon plan for improvement.

West Point Leader Development System (WPLDS). The West Point Leader Development System (WPLDS) is designed to achieve this mission and begins by defining the institution's leader development outcomes. Upon commissioning, West Point graduates will:

- **Live honorably and build trust.**
- **Demonstrate intellectual, military, and physical competence.**
- **Develop, lead, and inspire.**
- **Think critically and creatively.**
- **Make sound and timely decisions.**
- **Communicate and interact effectively.**
- **Seek balance, be resilient, and demonstrate a strong and winning spirit.**
- **Pursue excellence and continue to grow.**

The leader development outcomes provide focus and guide the development of Cadets across USMA's military, academic, physical, and character programs. These programs employ synchronized and integrated lines of effort to achieve the USMA mission. Their respective goals, subordinate programs, and developmental experiences are intentionally aligned with the WPLDS outcomes.