



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

MACC-O

21 September 2016

MEMORANDUM FOR United States Corps of Cadets, West Point, NY 10996-1692

SUBJECT: Policy Letter #27: Special Leader Development Program

1. The purpose of this memorandum is to outline the guidance associated with and the format of the Special Leader Development Program (SLDP). This policy is punitive. Violations of the standards set herein are punishable under the Uniform Code of Military Justice, Article 92, *Failure to Obey Order or Regulation*, and under the Cadet Disciplinary System under the provisions of Army Regulation 210-26, *United States Military Academy*, Chapter 6-17.

2. Special Leader Development Program. SLDP is a program designed to take strengths and weaknesses identified during the performance appraisal review process and provide a structured plan to sustain the strengths while remediating the weaknesses. It concentrates on developing areas of leadership performance needing improvement. The program is designed to assist the Cadet concerned in meeting developmental goals and objectives, while providing a structured feedback system to the Cadet and chain of command.

(a) Cadets receiving a Military Development grade of "F" or MPSC below establish peg points are required to have a SLDP prepared. SLDPs are also used for cadets who fail to meet the standards for personal conduct and discipline, to include alcohol related violations, and may be directed as a result of a violation of AR 210-26 or as part of conduct probation. Special Leader Development Programs will be tailored to the individual cadet and the reason that they are being enrolled in the program.

(b) SLDPs are prepared by the Company Tactical Officer and must be approved by the Regimental Tactical Officer. Once approved, the Company Tactical Team is required to counsel the cadet concerned on all program requirements and will monitor the progress of all cadets under an SLDP. The cadet receiving the SLDP is required to review the program and is the sole bearer of responsibility for successfully completing the SLDP. At a minimum, a SLDP must include, but is not limited to the following program parameters:

(1) The TAC Team will find a mentor that is willing to meet with the cadet at least once a week. The weekly counseling will focus on the leadership deficiencies identified by the Tactical Officer in the enrollment packet, the leadership journal kept

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by the cadet, and any other leadership issues deemed relevant by the mentor and/or TAC. Mentors can be officers or enlisted but must be at least the rank of Captain or E-7. RTOs are the final approving authority for mentors.

(2) The enrolled cadet must meet with his/her Tactical Officer at least once a month. These discussions should focus on current performance and conduct and must include the TAC's assessment on whether the enrolled cadet is on a successful glide path for completing the SLDP. These counseling sessions should be documented in writing.

(3) The cadet will maintain a leadership journal in which they chronicle their day-to-day leadership decisions, the impact of those decisions on their surroundings, the second- and third-order effects of their decisions and their perceived improvements in the leadership weaknesses. The journal should be reviewed by the Mentor and used in their weekly counseling.

(4) The enrolled cadet will undertake a leadership project, supervised by the Mentor, and should act as the culmination of the SLDP. It is up to the cadet to design and complete their project; some ideas may include (but are not limited to) self-reflection essays, leadership book reviews, teaching a class or writing a philosophy paper.

(c) Cadets must be enrolled in the SLDP within two weeks from the date it is determined that the said cadet must be in the program. If this determination is made after the end of an Academic Year (Graduation), then entry is delayed until the start of the new Academic Year. In these circumstances the Tactical Officer at the start of the new AY is responsible for enrolling the cadet. The program length is determined by the Tac Team in conjunction with the RTO and mentor. In special circumstances (e.g. a First Class August Graduate due to an MD "F") an RTO may approve a shortened schedule, however, no SLDP will be less than 12 weeks in length.

(d) If a cadet is enrolled in the Honor or Respect mentorship program resulting from the same **single point of failure** that earned him/her an MD "F," then the RTO may approve the Honor or Respect program to act also as the SLDP. If the cadet was enrolled in the SLDP for multiple leadership issues/failures, then the SLDP **must** be separate from the Respect or Honor mentorship program.

(e) If a cadet is enrolled in SLDP, he/she must be in a leadership position during their 16-week program. This is to ensure that the cadet is forced to deal with leadership issues to learn from and discuss with his/her mentor. If the Cadet is a fourth class Cadet, his or her TAC Team will place the Cadet in peer leadership roles and given additional duties to ensure leadership issues are addressed throughout the program. If the Cadet is enrolled in the program mid-term, that Cadet will be assigned peer leadership responsibilities and placed in a leadership role for the following term,

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in order to maximize leader lessons throughout the program.

(f) Cadets enrolled in SLDP will have no privileges. Provided the cadet meets other eligibility requirements, a Tactical Officer may give some or all of his/her privileges back if the cadet is making consistent and sufficient progress.

(g) A sample packet of all required paperwork to officially enroll a cadet in a SLDP is located in *Enclosure 1* of this memorandum.

3. The point of contact for this memorandum is the Brigade Senior Enlisted Leader, at 845-938-7904.

A handwritten signature in black ink, appearing to read "B J Reed".

BRIAN J. REED

COL, IN

Brigade Tactical Officer



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WEST POINT, NY 10996

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MEMORANDUM FOR Cadet _____, Company ____, ____, Regiment

SUBJECT: Special Leader Development Program (SLDP) for Cadet ____, Class of ____,
Company ____, ____, Regiment

1. Reference Policy Letter #27: Special Leader Development Program.
2. You are being enrolled into the Special Leader Development Program (SLDP) for your (MD "F," AR 210-26 violation, Conduct Probation). This is an intense 16-week program that will require you to self-reflect and explore the reasons why you failed to meet the tenets of leadership. I highly advise you to take advantage of this program, apply yourself and become a better leader. At the end of the 16-week period, I will determine whether or not you have successfully completed your SLDP. If successful, you will be removed from conditioned status, and continue your cadet career. If you fail, it may be used as cause for your separation from the Military Academy.
3. As a result of this action and a review of your performance record, I have prepared specific strengths, weaknesses, and recommendations/requirements to assist you in improving your leadership performance during the next term. While it is imperative that you seek assistance and demonstrate improvement in the areas cited in this assessment, it is also important that you continue to perform well in other areas where an evaluation is rendered.
4. Study each area carefully, make a personal assessment of your own strengths and weaknesses, ask questions, and obtain assistance. Sources for assistance include me, your peers, the chain of command, the Center for Personal Development, and an academic department (when applicable). Approach the task of improving your leadership skills and abilities with the determination that you will be successful. I am available for assistance when required.
5. Your ability to improve your leadership performance and the manner in which you conduct your leadership duties and responsibilities during the upcoming performance period will be major factors in determining whether or not you have successfully met the terms of your conditioning. The objective of this program is to improve your leadership skills to prepare you to be a successful leader as a commissioned officer in the Army.
6. Requirements of your SLDP include:

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a. Your mentor for your SLDP is _____. You will meet with your mentor at least once a week. You will discuss current leadership challenges, as well as your past deficiencies outlined in your assessment. Your mentor may assign you additional projects (e.g. reading a leadership book) at his/her discretion. At a minimum you will be required to complete the following:

1) You will keep a journal where you will chronicle your day-to-day leadership decisions, their effect on your subordinates, peers and supervisors as well as the second- and third-order effects of your decision. You will also record in your journal your perceived improvements in the weaknesses I have outlined in your assessment. You will discuss your journal with your mentor during your counseling sessions. You must complete no less than two 1-page journal entries per week.

2) You will conduct at least two role model interviews with an Officer and an NCO, addressing either your misconduct or your weaknesses outlined in your assessment. Your mentor must approve your interview subjects. You will develop 5-7 interview questions which address the leadership topics that you have discussed with your mentor and TAC Team. You will review your questions with your mentor prior to conducting the interview, take notes during the interviews and summarize each interview, addressing what was said and other observations from the session.

3) You will undertake a leadership project. This project will be designed and implemented by you, under the supervision of your mentor. This project is the capstone of your SLDP and should demonstrate your growth and reflection as a result of successfully participating in this program.

b. You must meet with me at least once a month. Scheduling these meetings are solely your responsibility, and failure to do so will be indicative of how seriously you are taking this program. During our meetings, I will discuss with you your current job performance and conduct. I will also tell you whether or not you are on schedule to successfully complete your SLDP.

c. Any additional requirements the TAC, RTO or mentor feel are necessary for you to successfully complete the SLDP.

7. You are in a flagged status while enrolled in the SLDP, and therefore have no privileges. When you have met all other eligibility requirements (e.g. being proficient at 6/10/15 week grades), I will then determine your privileges, based on your progress in the SLDP.

1 Encl
Assessment

(TAC's Signature Block)

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Assessment for Cadet____, Company____,____Regiment

My review of the current level of your development as a future commissioned leader of character is below. I have highlighted those areas of relative strength and weakness, compared to your peers and expectations of your class. I encourage you to make use of these comments and discuss them with your mentor. I am available for discussion.

My assessment of the degree to which you: (1 - Never, 2 - Infrequently, 3 - Sometimes, 4 - Usually, 5 - Often, 6 - Consistently, 7 - Always)

Consider the impact of his or her decisions and actions on others

Create a climate of fairness and equal opportunity

Exhibit self-confidence

React appropriately to verbal and nonverbal feedback

Constructively contribute to problem-solving and decision-making

Use alcohol responsibly, or not at all

Dress appropriately for all situations

Possess ability to put fear aside to accomplish mission

Able to consider alternate points of view

Inspired to get job done without being told to do so

Persist in the face of obstacles or difficulties

Embrace the concept of officership

Demonstrate personal values consistent with Army's values

Possess the moral courage to correct fellow cadets

Adhere to regulations, even when faced with peer pressure to do otherwise

Interact with others with respect and dignity

Demonstrate mature, responsible behavior in social and professional environments

Maintain composure under stress

Accept responsibility for own shortcomings or mistakes

Foster a healthy ethical climate

Demonstrate good moral reasoning and judgment

Demonstrate courage to do the right thing, even at personal cost

Refrain from manipulating the system for personal gain

Put the good of the group ahead of his/her own self-interest

Internalize the spirit of the USMA Honor Code, including non-toleration

Remain true to commitments already made

Becoming the person the Army expects him/her to become

Demonstrate sound judgment, reasoning and thinking

Use common sense when making decisions

Balance competing demands and set appropriate priorities

Support the chain of command in word and deed

Practice appropriate senior-subordinate relationships

Demonstrate he/she is a "team player"

Write clearly and effectively

Speak clearly and concisely

Pay appropriate attention to detail

Strive for excellence in all duties

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Work to improve self or unit, based on feedback
Recognize and reward superior performance
Arrive on time and prepared for formations, classes and duty assignments
Coach, teach and train subordinates
Keep subordinates informed
Demonstrate an appropriate level of professional knowledge/judgment
Present a neat, professional appearance
Demonstrate a commitment to lifetime of physical fitness and wellness
Demonstrate an appropriate level of physical fitness and mental toughness
Accept assigned duties willingly
Lead by example

(TAC's Signature Block)



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MEMORANDUM THRU Tactical Officer, Company____,____Regiment

FOR Cadet _____, Company____,____Regiment

SUBJECT: Special Leader Development Program (SLDP) for Cadet_____, Class of
_____, Co __, __REG

1. The proposed Special leader Development Program (SLDP) for Cadet _____ is approved and may only be amended by the undersigned, the TAC team, or the Cadet's mentor.
2. The POC for this memorandum is _____(TAC Officer)_____ at xxx-xxx-xxxxx.

(Signature Block of RTO)



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MEMORANDUM FOR Tactical Officer, Company____, ____Regiment

SUBJECT: Special Leader Development Program (SLDP) for Cadet_____, Class of
_____, Co __, __REG

I have received a copy of my Special Leader Development Program and have been
counseled on the contents by my Company Tactical Officer.

NAME
Cadet, YEAR
Company __, __ Regiment



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XX August 2015

MEMORANDUM FOR RECORD

SUBJECT: Official Enrollment of Cadet _____ in the Special Leader Development Program.

1. Enclosed is the completed SLDP packet for Cadet _____.
2. Cadet _____ was placed on SLDP because of _____ on (date).
3. _____ is the mentor for Cadet _____.
4. Cadet _____ has been counseled and is aware of the requirements of the SLDP. The RTO and I have reviewed Cadet _____'s program and believe it will significantly improve his/her leadership abilities.
5. The cadet is aware that failure to successfully complete the SLDP may result in his/her separation from the Military Academy.
6. The cadet is / is not concurrently enrolled in a different mentorship program. (If the cadet **is** concurrently enrolled, please specify whether or not this is a separate SLDP, or whether the packet is a respect/honor mentorship program acting as an SLDP.)

(TAC's Signature Block)

DISTRIBUTION:

- 1 TAC File
- 1 Cadet File
- 1 LDB
- 3 Chain of Command



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MEMORANDUM FOR RECORD

SUBJECT: Official Disenrollment of Cadet _____ in the Special Leader Development Program.

1. Cadet _____ has successfully completed all SLDP requirements.
2. Cadet _____'s mentor has endorsed his/her removal from the SLDP program.
3. Cadet _____ received an MD grade of _____, in _____ position.
4. Based on my observations, Cadet _____ has made the following improvements:
 - a.
 - b.
5. Additional Comments.

(TAC's Signature Block)

DISTRIBUTION:

1 TAC File
1 Cadet File
1 LDB
3 Chain of Command