



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

MACC-O

01 July 2018

MEMORANDUM FOR United States Corps of Cadets

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

1. References.

- a. Army Doctrine Publication (ADP) 6-22
- b. USMA Military Program (Greenbook)
- c. Army Regulation 350-1
- d. Army Regulation 210-26
- e. United States Corps of Cadets (USCC) Pamphlet 6-22
- f. USCC Pamphlet 15-1

2. Purpose. To outline the guidance associated with the assignment of Military Development (MD) grades for all Cadets assigned to the United States Corps of Cadets (USCC).

3. Overview.

- a. IAW the USMA Greenbook, "MD grades are developmental and evaluative in nature and are designated to provide feedback to the rated Cadet".
- b. Tactical Officer and/or Noncommissioned Officer (TAC) assessments of Cadets' performance, potential, and development are an essential part of decision making for USMA key leaders.
- c. BTD requires a consistent system for gathering and communicating information on a Cadet's performance and potential.
- d. BTD's mechanisms for evaluating, developing, and providing feedback to Cadets include, but are not limited to, the following:

(1) Counseling.

(a) At a minimum, raters will counsel their rated Cadets at the beginning, middle, and end of each semester.

(b) Raters will conduct mid-round and final counseling ICW MD grade submissions.

(c) Raters, senior raters, and TAC teams will conduct performance and event-oriented counseling as necessary.

(2) Cadet Development Report.

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

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

(c) TAC teams will use CDRs to assess potential. TAC teams are responsible for including APFT scores in all CDRs.

(d) Cadet Chain of Command and TAC teams will submit CDRs during the following rating periods: Cadet Field Training (MD200), West Point Leader Details (MD300), Academic Year semesters (MD101/102/201/202/301/302/401/402).

(e) CDR Processing. TAC Teams will archive all CDRs in Cadets' counseling files at the conclusion of all rating periods listed above.

(3) Periodic Development Reviews (PDR).

(a) The PDR provides a Cadet with 360° feedback for a holistic view of themselves. Feedback is required from superior, subordinate, and peer Cadets and from staff and faculty.

(b) The PDR is not an evaluative tool.

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

(4) Cadet Record Brief (CRB) Comments. The CRB comments provide USMA senior leadership with narrative feedback on select Cadets' performance and potential. Specifically, the BTO utilizes these comments to make recommendations to the Academic Board regarding a Cadet's performance. Tactical teams must input CRB

MACC-O

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

comments through the Academy Management System for any Cadet facing possible separation by the Academic Board, prior to the Cadets' packet going before the Academic Board.

4. MD Grading.

a. Roles and Responsibilities.

(1) Cadet Raters.

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

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

(c) Cadet raters evaluate performance based upon class-specific Army leader attributes and competencies outlined in Table 1 below. Every Cadet is assessed on each element and provided feedback in terms of strength, standards, or needs within the CDR.

| RATER FEEDBACK CATEGORIES | | 1CL | 2CL | 3CL | 4CL |
|--|-----------|---|-----------------------------------|--------------------|----------------|
| ARMY LEADER COMPETENCIES (AR 6-22) | LEADS | Extends influence beyond the chain of command | Builds trust | Leads by example | Communicates |
| | DEVELOPS | Stewards the profession | Creates a positive environment | Develops leaders | Prepares Self |
| | ACHIEVES | Gets Results | Gets Results | Gets Results | Gets Results |
| ARMY LEADER ATTRIBUTES (AR 6-22) | CHARACTER | Warrior Ethos / Service Ethos | Empathy | Discipline | Army Values |
| | PRESENCE | Confidence | Military and Professional Bearing | Resilience | Fitness |
| | INTELLECT | Expertise | Innovation | Interpersonal Tact | Sound judgment |

Table 1 – Rater Feedback Crosswalk by Class

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

(2) Cadet Senior Raters.

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

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

(c) Cadet senior raters will identify any major disciplinary infractions on the CDR that were adjudicated at the Regimental level or higher. This includes any honor infractions that may have occurred during the rating period.

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

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

(3) Tactical Officers

(a) Tactical Officer's grades comprise 50% of a rated Cadet's MD grade.

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

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

(d) Comments are required for Cadets receiving a MD grade of D or F.

b. Army Physical Fitness Test (APFT).

(1) Grading.

(a) APFT grades comprise 10% of a rated Cadet's MD grade for all academic semesters (except MD101), Cadet Field Training, and the West Point Leader Detail grades.

(b) APFT performance is indicative not only of physical fitness but also of self-discipline, determination, and commitment to excellence. Raters will base their MD grades partly on rated Cadets' APFT scores and physical fitness levels.

(2) Standards.

(a) All Cadets will take a record three-event APFT during each academic semester that factors as 10% of their MD grade.

(b) All APFTs taken during Cadet Summer Training are also considered record APFTs and factor as 10% of their MD grade accordingly.

(c) Exceptions to Policy.

(1) Alternate APFTs. When applicable, all Cadets on profile and/or the Modified Athlete Program (MAP) will take alternate event APFTs each rating period that factor as 10% of their MD grade. For Cadets on profile, TAC teams will enter the corresponding point values in AMS and add in the remarks, “(BIKE #####),” with the bike time for record. For MAP athletes, TAC teams will enter the corresponding point values in AMS and add in the remarks, “SAP (BIKE #####),” with the bike time for record.

(2) Medical Excusals. Cadets unable to take three-event or alternate APFTs during a rating period due to a valid medical profile will be graded on a 90% total and the APFT will not be held against them. It is a Cadet’s responsibility to take an APFT during the rated period. When a Cadet fails to take an APFT during a rating period but a valid medical profile does not cover the entire rated period the MD grade will be calculated on a 100% total and the APFT score will be calculated as a 0.

(3) Frequency. Cadets are required to take a record APFT every six months (once per academic term) to meet the Army’s APFT requirement. All APFTs taken during Cadet Summer Training are record APFTs.

(4) Fall Corps Squad Athletes. Select fall Corps Squad athletic teams will coordinate the administration of a record APFT during their Physical Individual Advanced Development (PIAD) window occurring at end of the summer term and use that APFT to fulfill the 10% APFT portion of the MD grade requirement for the subsequent academic term (MD201, 301, and 401).

(5) New Cadets/Fourth Class Cadets. New Cadets require 50 points in each event in order to pass Cadet Basic Training (MD100), but for those New Cadets who pass the APFT standard of 60 points in each event while in CBT that said test suffices for the fall APFT (MD101). BTD will not use the APFT in calculating MD grades for MD101. The first record test directly impacting MD grades at 10% is the spring term while in MD102. For those Cadets who do not score 60 points in each event the Tac Team and Cadet Chain of Command will enroll the Cadet in a special physical development program at the start of the fall term and institute reduced class privileges. Fourth Class Cadets will remain in that program until they can meet the APFT standard of 60 points in each event.

5. Grade Box Check. The rater, senior rater, and TAC all assign a grade based on the population they rate in the same class. If the potential assessment is consistent with the majority of Cadets in the same class, the Cadet can be rated as Highly Qualified (HQ). If the rated Cadet’s performance and potential exceeds that of the majority of Cadets in the population, they may be rated among the Most Qualified (MQ). Raters may assign MQ checks to the top 49% of their population. Senior raters and TACs may assign MQ checks to the top 25% of their rated population. Because of the increased expectations

on certain positions, key leadership positions as identified by the Greenbook will be exempt from forced distribution. Additionally, TAC Teams will not exceed the following averages across specific populations.

- a. By class, by company during the academic year: 2.77
- b. By class, for BN, REGT, and BDE staff during the academic year: 3.33
- c. By class, by company during a summer detail: 3.00
- d. By class, for BN and REGT staff during a summer detail: 3.00

6. Holistic Approach. TAC Teams are the integrators of the academic, physical, military, and character program. MD grades should consider a holistic view of the Cadet and only account for single points of failure that directly impact their ability to lead. The MD grade should be informed by the following:

- a. APFT. An APFT failure can result in an MD F depending on the quantitative values of the Rater, Senior Rater, and TAC “Box-checks.” If a Cadet fails an APFT, the TAC will account for the failure inputting an “F” for the 10% of their MD grade devoted to the APFT grade. For record APFTs, TAC Teams will ensure Cadets prepare for and conduct a 90-day retest. A failure of an APFT 90-day retest will result in initiation of separation. Cadets are authorized to take the APFT and alternate events with a valid profile.

- b. ABCP. If a Cadet fails to meet Body Composition standards, they will be enrolled in a remedial ABCP. If a Cadet fails to make progress within the ABCP standards for two consecutive months, they can receive an MD – F and separation proceedings may be initiated. Tactical Officers also have the discretion to award an MD grade based off of Table 2 below as related to single points of failure within the semester.

- c. Honor Violations, Respect Violations, Misconduct Investigations, and Article 10 Proceedings. If a Cadet is found guilty at a Regimental level Article 10 hearing, TACs may use discretion in determining whether or not that single point of failure warrants an overall failing grade based on the totality of their performance and whether or not it is indicative of their potential. In the aforementioned circumstances, TAC’s will consider performance up to the point of failure, and they will account for the failure utilizing Table 2 below.

| GRADE WITHOUT INCIDENT | GRADE CAPPED AFTER REMEDIATION |
|------------------------|--------------------------------|
| A | B |
| B | C |
| C | D |
| D | F |
| F | F |

Table 2 – Grade Cap for Single Point of Failure

d. Brigade level Article 10 Boards and higher. If a Cadet is found guilty at a Brigade level Article 10 hearing or higher, the BTO or the Commandant can dictate an MD – F for the term that the offense occurred. TACs will consider the single point of failure IAW Table 2 when the BTO or Commandant do not dictate and MD – F.

e. In all cases where the Cadet is accused or under investigation, but not yet found by the end of rating period, Cadets will receive a NC until adjudication is complete. Raters, Senior Raters, and TAC Teams will submit their grades and complete CDRs, but the TAC Team will put the final grade as a NC. In this manner, the TAC Team will record feedback for the Cadet and record what the grade would have been without the case still pending adjudication. Once adjudication is complete, the TAC Team will update the CDR and properly account for the cases outcomes.

f. For multiple points of failure in a single rating period, Cadets will receive “bottom-block” evaluations and an overall F for the semester with implementation of a remediation program. Multiple points of failure means two or more of the following occurred in a rating period: failed record APFT, failed ABCP requirements, guilty finding at regimental or higher article 10 board, guilty finding on honor, respect, or misconduct hearings.

g. Academics. Academic grades are not included in the MD grade. However, IAW USCC PAM 6-22, when determining a Cadet’s MD grade, the Raters may take into account the repeated failure to do homework, assignments, and arrive on time for class as a manifestation of a lack of discipline.

h. Time outside of academic semesters. A Cadet’s demonstration of the Army Values, Academy Values, and adherence to the Cadet Disciplinary Code during Individual Advancement Developments or leave can inform their MD grade for the following semester. Similarly, conduct since the last academic semester may be considered. Misconduct, APFT failures, honor violations, and ABCP failures during Cadet Field Training and West Point Leader Details will be included in those rating periods because those grades are assigned by the Brigade Tactical Department.

MACC-O

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

7. Remediation of an MD – F. In all instances where a Cadet receives a bottom-block check and a resulting MD – F, the Cadet will be automatically enrolled into SLDP.

Programs to facilitate remediation include:

a. Special Leader Development Program (SLDP), SLDP-H for Honor, SLDP-R for Respect, SLDP-M for Military, and SLDP-A for Alcohol.

b. Remedial Physical Training or personalized fitness programs

c. Assigned Duty Position

d. Rehabilitative Transfers to another Cadet Company

8. Point of Contact for this memorandum is the Brigade Tactical Department Senior Enlisted Leader at x7904.

BRIAN J. REED
COL, IN
Brigade Tactical Officer

DISTRIBUTION:
United States Corps of Cadets