



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

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5 August 2018

MEMORANDUM FOR United States Corps of Cadets

SUBJECT: Brigade Tactical Department (BTD) Policy Letter # 24 – Cadet Observation Reports

1. References.

- a. United States Corps of Cadets Standard Operating Procedures (SOP)
- b. USCC 351-2 The Cadet Disciplinary System
- c. USCC 6-22 The Cadet Chain of Command Leadership Evaluation and Development Procedures

2. Purpose. To provide additional guidance and clarification for the effective and efficient use of the Cadet Observation Report (COR) system.

3. Scope. Provisions of this memorandum apply to Cadets assigned to the United States Corps of Cadets and to the personnel assigned to the Brigade Tactical Department.

4. Definition. According to USCC 351-2, Cadet Observation Reports serve as an available means to document cadet behavior. Cadets, Officers, Non-Commissioned Officers, Civilian Staff and Faculty, and any Academy official may report outstanding or deficient cadet behavior.

5. COR Policy Clarification.

a. Policy Clarification of USCC 351-2. CORs transitioned from a hard copy system to a fully digital process with the introduction of the Academy Management System (AMS). This policy letters provides clarification across the Brigade Tactical Department (BTD) to more uniformly process CORs and improve its use as a developmental tool in accordance with USCC 351-2.

b. Demerits. USCC 351-2 states that one demerit is automatically awarded for each tour of extra duty given as punishment from an Article 10 proceeding. Based on this, members of the BTD can only award demerits during an Article 10 proceeding outlined in USCC 351-2 that affords a Cadet due process. The BTD only uses demerits to determine if a Cadet will face a Conduct Investigation. Although the BTD uses CORs to generate Article 10 boards, not all CORs result in demerits. The current digital system

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uses a point system that does not clearly delineate between when a COR generates demerits, and when it does not.

c. Points. To provide better clarity, the point system generated in AMS for CORs that do not result in an Article 10 proceeding will be referred to as points. TAC Teams should use CORs that do not warrant article 10 boards as a developmental tool by assigning positive or negative points.

d. Expanded Purpose. The purpose of the point system is to allow the BTD to capture individual Cadet behavioral trends in a manner that is consistently applied across the United States Corps of Cadets. The point system is intended to provide a common operating picture of a Cadet's behavior to help inform leader development efforts of Cadet and the BTD leadership. CORs are designed to capture noteworthy and important behavior that is specifically relevant to that Cadet's chain of command.

6. Roles and Responsibilities.

a. Observers. Cadets, Officers, Non-Commissioned Officers, Civilian Staff and Faculty, and any Academy official may report outstanding or deficient cadet behavior by electronically submitting a COR.

b. Academic Year Company Tactical Officers and Non-Commissioned Officers. Academic Year Company Tactical Teams are responsible for processing CORs once observers submit them through AMS. They are responsible for determining whether a COR will result in an Article 10 proceeding that can result in demerits or if it will result in points.

c. Cadet Summer Training Company Tactical Officers and Non-Commissioned Officers. Cadet Summer Training Company Tactical Teams are responsible for ensuring the Cadet Chain of Command completes the COR requirements outlined in USCC PAM 6-22. They are not responsible for processing the CORs written during Cadet Summer Training unless they elect to conduct an Article 10 proceeding based on a COR that occurs during Cadet Summer Training.

7. Procedures for TAC Teams.

a. If a COR results in an Article 10 proceeding, Company Tactical Teams will assign 0 points to the COR. This prevents the action from being tracked by both demerits and points.

b. If no Article 10 proceedings occur, CORs can be assigned points in one of the five categories listed below. The tables below are intended to provide a guideline for assigning points.

(1) Conduct. See Enclosure 1.

- (2) Accountability. See Enclosure 2.
- (3) Academic. See Enclosure 3.
- (4) Personal Appearance. See Enclosure 4.
- (5) Room Appearance. See Enclosure 5.

c. The examples above are not binding. For example, an individual in the Cadet Chain of Command may choose to conduct remedial training for a first time AMI failure rather than write a COR. The purpose of the examples is to provide a behavioral scale to refer to when subjectively assigning points across a wide variety of behavior.

d. Of note, AMS contains categories for both uniform standards and personal appearance. Because these categories overlap, all CORs related to those two categories will be consolidated into personal appearance.

e. Comments Section.

(1) When Company Tactical Teams process CORs that result in an Article 10 proceeding, they will record the level of the board such as Summarized, Company, Battalion, Regiment, Brigade, or Commandant's Board.

(2) When processing CORs that result in points, Company Tactical Teams will record the leader attribute or competency that best correlates with the individual behavior or event.

8. Special Considerations.

a. TAC Team Considerations.

(1) Company Tactical Teams do not have to assign points for every COR. For example, if multiple CORs are written for the same behavior or event, the Company Tactical Team can choose to only assign developmental points for one of those CORs.

(2) Similarly, if a Cadet receives numerous CORs, particularly positive CORs, for the same behavior throughout the semester, the TAC Team can elect to assign zero developmental points if they feel that behavior has been sufficiently captured using the developmental points system. Using another example, a Company Tactical Team may only assign developmental points for three out of nine CORs written in a semester for a Fourth Class Cadet voluntarily taking out the trash from the Company CCQ.

(3) Lastly, Company Tactical Teams can assign 0 developmental points if they feel that a COR is overly vague, redundant, or that doesn't effectively capture a Cadet's

behavior. Company Tactical Teams can also delete erroneous or inaccurate CORs as necessary.

b. Points Scale.

(1) Based on a lack of written guidance, TAC Teams have been incorrectly processing CORs in the past by assigning the wrong point values for positive and negative CORs. When the COR system converted to AMS, the positive (+) values functioned like demerits meaning that negative CORs should have been processed as positive values (+1, +3, or +5). However, due to this not being outlined in written policy and not being naturally intuitive, TAC Teams instead processed negative CORs as negative values (-1, -3, or -5).

(2) To maintain consistency with the point values already assigned to CORs for current Cadets, TAC Teams will continue to use negative values (-1, -3, or -5) for negative CORs and positive values (+1, +3, or +5) for positive CORs for the members of the Classes of 2019, 2020, and 2021.

(3) As a result of the issues above, the COR summary table for the Cadets in the Classes of 2019, 2020, and 2021 will show negative point values for positive CORs and positive values for negative CORs. The example below highlights how the positive point totals in each category reflect an overall trend of substandard behavior even though the numerical values are positive.

Category	Accountability		Academic		Conduct		Personal Appearance (Uniform Standards)		Room Standards		Article 10	Pending	All Types
Report Type	Total	Points	Total	Points	Total	Points	Total	Points	Total	Points	Total	Total	Totals
Positive	0	0	1	-5	10	-15	0	0	1	0	0	0	12
Neutral	2	1	0	0	0	0	0	0	0	0	0	0	2
Negative	24	30	13	27	9	25	5	17	2	10	10	3	66
Totals	26	31	14	22	19	10	5	17	3	10	10	3	80

(4) To correct this inconsistency for the future, TAC Teams will use positive values (+1, +3, +5) for negative CORs and negative values (-1, -3, -5) for positive CORs for the Class of 2022. This will allow for a clear understanding of the COR Summary tables in AMS and ensure consistency in the future without adjusting current COR data for the Classes of 2019, 2020, and 2021.

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

5 Encls:

1. Conduct
2. Accountability
3. Academic
4. Personal Appearance
5. Room Appearance

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Brigade Tactical Officer

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Enclosure # 1 – Conduct Mapping

Behavioral Examples	Categories	Value	Action
Failure to follow customs and courtesies	Routine, unintentional regulation violations	NA	Verbal on-the-spot correction
Failure to complete routine task or duty	Failure of routine behavior	-1	Awareness
Failure to complete specified duty properly (CCQ, CDO, CGR etc)	Minor preplanned task / event failure	-3	Written Counseling
Failing to represent USMA well, negative interactions with external groups etc.	Major preplanned task / event failures	-5	Remedial Training / Corrective Action
Positive performance in duty position	Positive actions within duty descriptions	0	Awareness
Volunteering at the CO level; training other Cadets,	Above and beyond behavior in routine task/event	+1	Awareness
Positive interaction with civilian / external organizations; CIC for CO events; internal athletics, physical, military achievements	Above and beyond behavior task / event	+3	CO Recognition
Serving as CIC for USMA level event, interaction with senior leaders; external athletic, physical, military achievements	Above and beyond behavior in major preplanned task / event	+5	REG / BDE Recognition
Article 10 Board	Regs Violations IAW CH 1 USCC 351-2	NA	Article 10 Board

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Enclosure # 2 – Accountability Mapping

Behavioral Examples	Categories	Value	Action
Giving incorrect accountability report	Routine, unintentional regulations violations	NA	Verbal on-the-spot correction
1 st late to mandatory formation / event; failure to input data correctly; failure to sign in	Failure of routine behavior	-1	Awareness
Failing to keep proper accountability of subordinates; 2-3 <u>lates</u>	Minor preplanned task / event failure	-3	Written Counseling
Mandatory formation / event FTR; repeatedly being late to mandatory formations (4 or more times)	Major preplanned task / event failures	-5	Remedial Training / Corrective Action
Miscommunication in accountability location / status	Lack of clear communication of accountability status	0	Awareness
Maintaining accountability at next higher level (i.e. TL for SQD); serving additional duty effectively (Section Marcher, CA <u>etc</u>)	Above and beyond behavior in routine task/event	+1	Awareness
Zero accountability issues over half semester period	Above and beyond behavior task / event	+3	CO Recognition
Maintaining accountability at unexpected events (emergencies)	Above and beyond behavior in major preplanned task / event	+5	REG / BDE Recognition
Article 10 Board	Regs Violations IAW CH 1 USCC 351-2	NA	Article 10 Board ²

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Enclosure # 3 – Academic Mapping

Behavioral Examples	Categories	Value	Action
Lack of effort during class	Routine, unintentional regulation violations	NA	Verbal on-the-spot correction
Lack of preparation for class; lack of communication with instructors	Failure of routine behavior	-1	Awareness
Failure to turn in homework / minor academic requirement on time	Minor preplanned task / event failure	-3	Written Counseling
Failure to turn in major academic requirement on time	Major preplanned task / event failures	-5	Remedial Training / Corrective Action
Feedback on classroom behaviors, actions, preparation, engagement <u>etc</u>	Assessment of academic performance	0	Awareness
Serving as a CO tutor 1 time; above average participation in class; top performance in section on academic test / assignment; academic improvement	Above and beyond behavior in routine task/event	+1	Awareness
Acting as a CO Tutor on a consistent basis	Above and beyond behavior task / event	+3	CO Recognition
Serving in a REG or BDE wide tutor / coordination for academic events; achieving CRLA status	Above and beyond behavior in major preplanned task / event	+5	REG / BDE Recognition
Article 10 Board	Regs Violations IAW CH 1 USCC 351-2	NA	Article 10 Board ³

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Enclosure # 4 – Personal Appearance Mapping

Behavioral Examples	Categories	Value	Action
Unintentional uniform violation (i.e. not putting cover on outside)	Routine, unintentional regulation violations	NA	Verbal on-the-spot correction
Haircut Inspection gigs	Failure of routine behavior	-1	Awareness
Haircut Inspection failure; improper wear of Cadet Casual / civilian clothes	Minor preplanned task / event failure	-3	Written Counseling
In Ranks failure; failure to shave	Major preplanned task / event failures	-5	Remedial Training / Corrective Action
Uniforms lost; turned in for repair / resizing; not issued etc	Ongoing uniform issues	0	Awareness
Making uniform corrections on fellow Cadets	Above and beyond behavior in routine task/event	+1	Awareness
Winning best uniform during weekly CO Haircut Inspection; subordinate having zero uniform gigs for half of a semester	Above and beyond behavior task / event	+3	CO Recognition
Winning best uniform during weekly CO Haircut Inspection; subordinate having zero uniform gigs for whole semester	Above and beyond behavior in major preplanned task / event	+5	REG / BDE Recognition
Article 10 Board	Regs Violations IAW CH 1 USCC 351-2	NA	Article 10 Board

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Enclosure # 5 – Room Appearance Mapping

Behavioral Examples	Categories	Value	Action
Unintentional room violation (i.e. door accidentally closing during AMI)	Routine, unintentional regulation violations	NA	Verbal on-the-spot correction
Room Inspection failure (AMI, PMI), latrine gigs, CIC common area gigs	Failure of routine behavior	-1	Awareness
Multiple room failures (AMI, PMI); failure to inspect subordinate rooms for 1-3 consecutive weeks; CIC failure to properly clean latrines / common areas	Minor preplanned task / event failure	-3	Written Counseling
SAMI failure; major latrine CIC failure	Major preplanned task / event failures	-5	Remedial Training / Corrective Action
Work orders, missing items <u>etc</u>	Ongoing room issues	0	Awareness
Voluntary company cleaning	Above and beyond behavior in routine task/event	+1	Awareness
Winning best room during weekly CO room Inspection; subordinate having zero room gigs for one month	Above and beyond behavior task / event	+3	CO Recognition
Winning best room during SAMI; subordinate having zero room gigs for half semester	Above and beyond behavior in major preplanned task / event	+5	REG / BDE Recognition
Article 10 Board	Regs Violations IAW CH 1 USCC 351-2	NA	Article 10 Board