



## DEPARTMENT OF THE NAVY

COMMANDANT OF MIDSHIPMEN  
U.S. NAVAL ACADEMY  
101 BUCHANAN ROAD  
ANNAPOLIS, MARYLAND 21402-5100

COMDTMIDNINST 1600.4B CH-1  
CD&T  
19 Aug 11

### COMMANDANT OF MIDSHIPMEN INSTRUCTION 1600.4B CHANGE TRANSMITTAL 1

Subj: MIDSHIPMEN TRAINING PROGRAM

Encl: (1) Revised pages 2-5

1. Purpose. To publish change 1 to the basic instruction.
2. Action. Removes pages 2 through 4 of the basic instruction and replace with the revised pages provided in enclosure (1).

A handwritten signature in blue ink, appearing to read "RE", is positioned above the printed name.

R. E. CLARK II

Distribution:  
Non-Mids (Electronically)



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COMDTMIDNINST 1600.4B  
CD&T  
8 Sep 10

### COMMANDANT OF MIDSHIPMEN INSTRUCTION 1600.4B

Subj: MIDSHIPMEN TRAINING PROGRAM

Ref: (a) COMDTMIDNINST 1600.2D  
(b) COMDTMIDNINST 5400.6M  
(c) COMDTMIDNINST 4653.1K  
(d) COMDTMIDNINST 1610.2E  
(e) COMDTMIDNINST 1601.12B  
(f) USNAINST 1531.54A  
(g) U.S. Code, Title 10, Section 6964

Encl: (1) Midshipmen Leadership Development Guide  
(2) Saturday Morning Training Program  
(3) Academic Year Fourth Class Development System  
(4) Academic Year Fourth Class Development System Training Requirements  
(5) Academic Year Fourth Class Development System Fourth Class Duties and Responsibilities (Rates)  
(6) Standard Training Topics and Evolutions

1. Purpose. To publish instructions for the administration and operation of the Midshipmen Training Program. This program combines and aligns the Midshipman Leadership Development Guide, enclosure (1), Waypoints, Professional Knowledge requirements and Midshipman Qualification Standards (MQS).

2. Cancellation. COMDTMIDNINST 1510.3A, COMDTMIDNINST 1531.1B, and COMDTMIDNINST 1600.4A.

3. Background. This training program was developed to serve the Commandant's Staff and Midshipmen as a framework to outline the four year development program at the United States Naval Academy. The Naval profession is a continuous learning process and does not stop at the end of plebe year, nor at graduation - it is a career-long education. The Midshipmen Training Program incorporates Midshipman Qualification Standards, Professional Knowledge requirements and leadership development of all four Midshipmen classes. Within the Midshipmen Qualification Standards, there are requirements of performance for each specific class year which identify the roles and responsibilities of each Midshipman as a member of that class and provide specific measurable objectives to gauge Midshipmen development and performance. Saturday Morning Training is one of the opportunities available to execute this program; however, the Midshipmen Training Program shall be integrated into all available professional training time.

#### 4. Action

a. As a base-line measure of professional proficiency and competency, completion of the MQS shall be an objective measure of Midshipman performance as well as a tool for identifying areas where increased emphasis is needed. Only the Commandant can approve waivers to the program.

b. MQS shall be executed during the Academic year. Additional MQS requirements may be required for summer Fleet Training Cruises. Although individual requirement deadlines may be set prior to the end of the Academic Year, all requirements must be completed as part of Midshipmen professional development.

c. MQS shall be an objective measure of Midshipman performance. All leaders shall consider timely completion of MQS, performance on Professional Quizzes and participation in executing the program within the Brigade in assessing Midshipmen performance. Company Officers shall use MQS performance as an input into Midshipman ranking and military performance grades.

d. The majority of MQS requirements can be completed during allotted instructional periods in accordance with reference (b) and Saturday Morning Training. It is the Midshipman's personal and professional responsibility to adequately manage his/her time in order to complete the requirements.

e. Any Midshipmen failing to complete the MQS requirements by the 13<sup>th</sup> week of the spring semester may subsequently be referred to the Aptitude for Commissioning Board to review performance. Company Officers are to ensure measures are in place to track and assist MQS deficient Midshipmen in the same way academics and physical fitness deficiencies are tracked.

f. Pro-Quizzes shall be given per reference (b), chapter one, Battle Rhythm. Passing grade is 80%. Any Midshipman failing a pro-quiz shall retake it until a passing score is obtained; however, the original score shall be used in considering Military Performance grade.

g. Professional Competency Reviews (PCR) will be given on an annual basis during the spring semester. All Midshipmen are required to participate in and pass their respective class PCR. A grade of 80% is considered "passing/meeting standard." PCRs are mandatory and will be factored into Midshipmen Military Order of Merit.

h. Failure of the Fourth Class, Third Class or Second Class PCR may result in a Midshipmen training competency review board, followed by an Aptitude for Commissioning performance review. Failure on the First Class PCR may result in an Aptitude for Commissioning performance review.

5. Responsibilities. The Commandant of Midshipmen is responsible for the professional development of each Midshipman in preparation for Commissioning. The CD&T Division is responsible for executing the training program. The MQS program is primarily led and executed by the Brigade. Each leader within the Brigade is required to support the MQS program and ensure its integrity. Specifically, the following responsibilities apply:

a. Commandant. Provide general and specific guidance to CD&T for professional objectives of the MQS program.

b. Director, Character Development and Training Division

(1) Develop and approve MQS.

(2) Coordinate with Battalion Officers and Brigade Staff to establish and execute standardized professional training throughout Bancroft Hall.

(3) Annually update MQS requirements prior to start of Academic Year.

(4) Conduct Reform briefs on MQS system and provide each Midshipman an MQS card and relevant training material for the semester.

(5) Collect MQS and Pro-Quiz performance data and provide Battalion Officers individual company performance monthly.

(6) Provide Company Officer performance data on individual Midshipmen.

(7) Publish semester training plans. Approve weekly training plans submitted by Brigade Midshipman Training Officer.

(8) Approval Authority for individual waivers to specified portions of MQS for Midshipmen who are unable to complete requirements within specified time limits due to limited duty status or other extraordinary circumstances. MQS completion waiver authority cannot be delegated.

c. Battalion Officers.

(1) Monitor performance of companies in completing MQS.

(2) Conduct individual counseling with Midshipmen identified as not on track by week eight of the spring semester.

d. Company Officers

(1) Ensure effective and efficient use of Company Officer Time, SMT, Plebe Instruction Periods and other professional instruction time in accordance with daily battle rhythm.

(2) Provide guidance to Company Midshipman Training Officer on developing realistic training plans aligned with Brigade quarterly training plan. Although Physical Training, spirit runs and other team building/athletic events are important elements of training, they should be used judiciously and sparingly during time dedicated to professional training.

(3) Review company weekly SMT Training Plans. Ensure appropriate resources are available and Operational Risk Management is used when warranted.

(4) Monitor execution of SMT and other company-level training events to ensure constructive and proper use of time.

(5) Every six weeks, identify Midshipmen not on track to complete MQS and submit individual Midshipmen training plans to Battalion Officer.

e. Brigade Training Officer

(1) The Brigade Training Officer shall provide an MQS progress report to the Director of Character Development and Training on a bi-monthly basis. This report shall indicate overall effectiveness of the program at the Brigade, Battalion, and Company levels.

(2) Submit Company SMT training plans to CD&T for approval by Wednesday prior to training period. See enclosure (2) for specific procedures.

f. Battalion Training Officers. NLT than the 15<sup>th</sup> and 30<sup>th</sup> of each month, Battalion Training Officers shall provide a battalion MQS report to the Brigade Training Officer after review by their Battalion Officer. The report shall summarize MQS progress for each company within their battalion. Using the information provided by Company Training Officers, the summary shall include overall battalion progress and individual company progress, broken down by class.

g. Company Commanders. Responsible for planning and executing the training of all Midshipmen in the company.

h. Company Training Officer

(1) Submit weekly SMT training plan to company officer for review in accordance with enclosure (2).

(2) Execute Training Plan.

(3) Prior to the 15<sup>th</sup> and 30<sup>th</sup> of each month, Company Training Officers shall submit an MQS summary report to their battalion training officer after review by their Company Officer or Senior Enlisted Leader and Company Commander. This report shall indicate the progress of the company and each platoon. Company Training Officers are also to make individual progress reports available to their company leadership.

i. Company Training Staff

(1) Assist Company Training Officer in executing Training Plan.

(2) Under the direction of the Company Training Officer, training staff members are to populate and maintain MQS cards for their company as necessary for review by the Company Officer, Senior Enlisted Leader, and other company leadership.

j. Platoon Commanders

(1) Are responsible for the training of all Midshipmen in Platoon.

(2) Platoon Commanders shall populate and maintain MQS cards for submission to company training staff members on a weekly basis.

k. Squad Leaders

(1) Responsible for the training of all Midshipmen in their squad.

(2) Squad Leaders shall report the MQS progress of their squad members to their platoon commanders as necessary to maintain MQS cards.

1. Individual Midshipman

(1) Responsible for completing MQS.

(2) First, Second and Third Class Midshipmen are responsible for executing the training program for their respective underclass Midshipmen.

(3) Each Midshipman is responsible for maintaining their individual record of MQS progress through the use of MQS cards. This information will be gathered and monitored by their Squad Leader. Additionally, each Midshipman is tasked to complete the provided class specific qualification card not only as an aptitude assessment tool, but also as a self-assessment tool to be used as a guideline for the development for all Midshipmen; subordinates, peers, and seniors.

6. Review Responsibility. The Character Development and Training Director is responsible for the annual review of this instruction.



R. E. CLARK II

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**MIDSHIPMEN  
LEADERSHIP  
DEVELOPMENT  
GUIDE**



**MIDSHIPMEN LEADERSHIP DEVELOPMENT GUIDE  
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***USNA Mission Statement***

To develop Midshipmen morally, mentally and physically and to imbue them with the highest ideals of duty, honor and loyalty in order to graduate leaders who are dedicated to a career of Naval service and have potential for future development in mind and character to assume the highest responsibilities of command, citizenship, and government.

***USNA Graduate Attributes***

We accomplish our mission by graduating Midshipmen who are warriors ready to meet the demands of a country at war or at peace:

Our graduates are:

- Selfless leaders who value diversity and create an ethical command climate through their example of personal integrity and moral courage.
- Mentally resilient and physically fit officers who inspire their team to accomplish the most challenging missions and are prepared to lead in combat.
- Technically and academically proficient professionals with a commitment to continual learning.
- Critical thinkers and creative decision makers with a bias for action.
- Effective communicators.
- Adaptable individuals who understand and appreciate global and cross-cultural dynamics.
- Role models dedicated to the profession of arms, the traditions and values of the Naval Service and the constitutional foundation of the United States.

***Selfless - Inspirational - Proficient Innovative - Articulate  
Adaptable - Professional***

## Introduction - A Lifetime of Leadership

The men and women who make up our Navy and Marine Corps are the services' most valuable resource. When America sends its sons and daughters into military conflict, its citizens expect them to be well-trained, well-equipped, and most of all, well-led. Leaders are critical because they set the standards and are the individuals most responsible for unit mission accomplishment. As clearly defined in the *USNA Mission Statement*, the four-year education and training program at the Naval Academy is designed to prepare Midshipmen to accept this lifelong challenge of leadership.

Mission accomplishment demands the elaboration of the mission into guiding principles and behaviors that are readily understandable and actionable by all members of the community. The guiding principles we have adopted have taken the form of attributes of graduates. They are the more concrete manifestations of the concepts embodied in the mission statement. Thus, the *USNA Graduate Attributes* provide the framework and guidance for our four year training curriculum, the *Midshipmen Qualification Standards*.

The *Midshipmen Qualification Standards* is designed to provide a common basis and promote standardization for leadership development. Regardless of background and leadership opportunities prior to or during a Midshipman's time at USNA, all graduates must be prepared to assume leadership roles immediately upon graduation. The *Midshipmen Qualification Standards* establishes the base-line expectation of our graduates and serves as an assessment tool for individual readiness and progression. In addition, this document clearly defines the role of each class in the squad, the company, and in the Brigade. For each year, major goals are identified—and then quantified—by specific, measurable objectives.

The *Midshipmen Qualification Standards* will assist you in your quest for advancement throughout your four years at the Naval Academy. When you leave Annapolis, your quest for career advancement will continue to challenge you each and every day. In order to ensure that you are ready when it comes time to take the next step in your career, you must develop goals that help you prepare for a future duty. Your goals should also align with the Navy's method of evaluation of your leadership ability. The Navy has defined the areas that make up today's warriors and whether you are leading Plebes into King Hall, leading Marines in the field, or taking Sailors hundreds of feet below the seas in a submarine, you should strive towards excellence in these same areas:

- Professional Development
- Personal and Physical Development
- Leadership and Character Development
- Academic Development

As you arrive in the Fleet, one of your first tasks will be to qualify in some field. This is not only during your first tour, but every time you arrive at a new command. The primary means of accomplishing your qualification is through a Performance Tracking Card (PTC). The concept of a Performance Tracking Card is one that gives you a list of goals to accomplish, improving overall levels of knowledge and abilities at task performance. The signatures you obtain in your PTC signify that someone who is already a system expert has discussed with you the topic and believes that you have the

Enclosure (1)

required knowledge and skill to perform these tasks. Only the individuals designated as those with Signature Authority on the PTC will be authorized to sign an individual off for the specified task. ***The signature on the PTC guarantees that Midshipman is qualified in that mission area and the signatory has full faith and confidence in the professional development and is now accountable for that Midshipman.***

**The Performance Tracking Card in the *Midshipmen Qualification Standards* is used as a counseling tool to give your superiors a better understanding of your proficiency level and progression during the semester and year. Use this tool to help you embark on your own personal leadership development—first as a Midshipman and then as a junior officer.**

Maximizing your time at the Naval Academy requires sustained effort. The *Midshipmen Qualification Standards* will assist you in focusing on the basics of your duties and responsibilities as a leader, but you should also begin to develop your own leadership style and vision.

Honest and critical self-evaluations and the ability to set and strive toward goals are fundamental skills that will help you in your own professional development. You will also be more prepared to assist your subordinates with their own career development.

To be a truly effective leader, you must lead from the front and set the example. Once you have established a vision of your own goals and developed a plan for execution, you will be able to devote time to the development of your subordinates. Understand that the most rewarding aspect of our time of service comes not from personal accolades or awards, but from the successes of the men and women we lead. Through their success comes our success.

The *Midshipmen Qualification Standards* defines the performance goals you should expect for yourself; what your superiors, peers, and subordinates should expect from you; and what areas of performance will provide a basis for your semester aptitude evaluation. While there is flexibility built into the *Midshipmen Qualification Standards* performance goals, you must meet these fundamentals before accelerating your own program. But most importantly, you should seek to mentor and assist your immediate subordinate—this professional relationship is critical to encouraging our leadership development and growth as Midshipmen.

## CHAPTER 1 - MIDSHIPMEN 1/C

At the completion of 1/C year, a competent Midshipman shall:

- Have participated in the professional development of Midshipmen 2/C, Midshipmen 3/C, and Midshipmen 4/C.
- Have successfully held a leadership position within the Brigade.
- Possess and maintain a high level of professional knowledge and competence.
- Be ready to transition to the roles of a junior officer with full understanding of commander's intent, chain of command, leading from the front, delegation, supervision, and turnover.

As such, training for Midshipmen First Class shall focus on preparing them to transition into the role of a junior officer in the Fleet and Marine Force. They shall learn the skills needed to successfully manage their own careers as well as those of their junior Sailor or Marines. Emphasis shall also be placed on informing them of and engaging them in current operations of the armed forces.

### **1.0 First Class Year - Final Checks to Officership**

First Class year is significant. It is your last opportunity at the Naval Academy to refine your skills and knowledge before you are commissioned. More importantly, it is now your responsibility to create opportunities for the other classes to learn and grow. The leadership you practice as a First Class Midshipman will carry you into the Fleet. Take the challenge and use this training environment to fine-tune your leadership style.

The real challenge is when you have to care for both yourself and your subordinates while encouraging your subordinates to do the same. The people in your squad—or the personnel in your company—are looking to you as **the** example. **YOU** will impact their Academy experience and be held responsible for what they learn during this year.

It is up to you to look at your responsibilities as a First Class Midshipman and take the next step in order to ensure you are well prepared in all areas to join the Fleet and lead.

### **1.1 Role of the First Class Midshipman**

Accountability. You are responsible for your own actions and the actions and performance of your subordinates. If a member of the team is not doing his or her job, you must step in and make sure the standards you have established are being upheld. Make the expectations you have of your subordinates known early. By publicizing and supporting unit goals early, your people can translate your goals into their own. Ensure they know what needs to be done and what they can do to contribute.

Sit down with each person in your direct command and help him or her create goals to work toward. Be creative and help your people achieve their individual goals - and ensure that these goals support the unit's mission and vision. The unit is the squad, the platoon, the company, the Academy, and ultimately the Fleet!

Leadership Development: Now is your time to begin preparing yourself to be a Division Officer or Platoon Commander. Begin working on developing your counseling skills with your juniors. Work on developing a team attitude with your subordinates. Be the example to the underclass of a professional Midshipman.

Character Development: To be an effective leader, you must hold yourself to the standards you are imposing on those under you. You should use the tools you have gained in your three years here to develop your own leadership style within the brigade. You should have a good understanding of just what a good leader is by now; incorporate this into your day to day life when dealing with your subordinates.

Academic Development: Effectively balance academic and leadership requirements. The ability to learn, understand and train others will serve you regardless of your warfare profession.

Personal/Physical Development: Continue to strive for excellence in all you do: sports, intramurals, PRT, ECAs, etc.

## **1.2 Follow the Commander's Intent**

It is important to have a clear understanding of your senior's vision and expectations. If you do not clearly understand, it is your responsibility to ask for clarification.

## **1.3 Chain of Command**

Make the chain of command work:

- Pass down word as if it is your own.
- Communicate the commander's intent to your people.
- Get feedback from individuals in your command and channel constructive solutions to the problem.
- Write proposals that suggest constructive solutions instead of complaints.

## **1.4 Lead from the Front**

The 1/C will lead the Brigade by setting a positive example. Additionally, they will demonstrate proper decorum at all times, impeccable uniforms, outstanding room appearance, and superior personal behavior.

## **1.5 Delegate**

Although you may find it hard to assign tasks to your subordinates, you are ultimately responsible. Delegation is essential for all leaders and involves prioritizing tasks and dividing work equitably among personnel. You are still responsible and expected to ensure everything gets completed on time.

## **1.6 Supervise**

**Ensure your expectations are clear.** You are accountable!

To be an effective leader, you must hold yourself to the standards you are imposing on those under you. You should use the tools you have gained in your three years at the Academy to develop your own leadership style within the Brigade.

Inspect what you expect, and expect what you inspect. If anything is not how you expect it to be, you now have enough time to provide feedback so that the problem can be fixed in a timely manner. If you do not supervise in order to make sure those under you grasp their job, you cannot provide the feedback necessary to ensure they have every chance to succeed.

## **1.7 Turnover**

All year you should be preparing the 2/C to take over the Brigade, the 3/C to take over for the 2/C, and so on. Ensure your relief understands their stated job and associated duties.

To ensure proper turnover:

- Keep good documentation of lessons learned and best practices.
- Write a thorough after action-report.
- Meet with the person who will be taking over your job.
- Ensure each person under you has fulfilled the requirements necessary to advance to the next rank.

## **1.8 Aptitude for Commissioning**

Conduct a self-evaluation and assess your own strengths and weaknesses. Take the time to talk with your Company Officer and Senior Enlisted to get an outside evaluation on your abilities as a future junior officer in the service. You have been given all the tools and opportunities for success here at the Naval Academy. Carry these lessons out to the Fleet and continue to apply them to your own life as well as the lives of those serving under you. Your success will partly rest on the success of those working for you. You will find that your job will always entail being a follower, but now you are ready to step up and be a leader in today's Navy and Marine Corps.

## **CHAPTER 2 - MIDSHIPMEN 2/C**

At the completion of 2/C year, a competent Midshipman shall:

- Be committed by oath to professionalism.
- Have participated in the professional development of Midshipmen 3/C and Midshipmen 4/C.
- Have successfully held a leadership position as a small unit leader either during the academic year or summer training.
- Possess and maintain a high level of professional knowledge and competence.
- Be readily prepared to participate in an Immersion Fleet Cruise, practicing responsibilities as a Division Officer.
- Understand and embrace the role of a Midshipman 1/C within the Brigade.

As such, training for Midshipmen Second Class shall focus on preparing them to be competent leaders within the Brigade of Midshipmen. Additionally, training shall focus on preparing Midshipmen Second Class to make educated decisions regarding their service assignment/selection.

### **2.0 Second Class Year - Committed by Oath to Professionalism**

Second Class year is the pivotal year in your development as a Midshipman at the Naval Academy. As a Second Class, you reaffirmed your oath to the Constitution, to the Navy and to the U.S. Naval Academy. You are expected to live up to this oath by assuming added responsibilities. The time management skills you have developed will be put to the test this year by your academic endeavors, your development of the 3/C and 4/C, and your involvement in the company.

The change this year goes beyond the number of people assigned to you. At this stage you should be very involved in the long-term planning for the squad. You should learn to recognize both strengths and weaknesses in subordinates and help guide their development accordingly. In addition, you must also learn the importance of accountability. It will be the cornerstone of your development into a junior officer.

The theme running through your Second Class year is understanding and embracing your place in the chain of command. The chain of command should be seen, not as a machine telling you what to do, but rather, as a mechanism for you to accomplish your own goals, to help others accomplish theirs, and for your company to fulfill the Academy mission.

### **2.1 Role of the Second Class**

Leadership Development: This is the time to step up and assist in leadership of the Brigade. You will work at developing not only the Plebes in your company, but the more difficult task of the Youngsters and your peers in your company. Amidst all of this, you need to begin to think about your leadership goals for the upcoming First Class year.

Never expect more effort from your subordinate than you are willing to put forth yourself. Put your maximum effort in everything. Excellence is your standard.

Midshipmen Second Class can lead by demonstrating the following:

- A strong work ethic.
- Professionalism.
- Uncompromising personal integrity.
- High room and uniform standards.
- Excellence in all aspects of the daily routine - never be satisfied w/mediocrity.
- Consistency.
- Never criticizing someone in public or behind his or her back.
- Physical Aptitude.
- Continual improvement both professionally and physically.

Character Development: The primary job of a 2/C Midshipman is to set the Academy's standards of integrity, appearance, professionalism, and self-discipline. These qualities should be something that 3/C and 4/C aspire to attain every time they observe you.

Personal/Physical Development: Strive for excellence in all you do: sports, intramurals, PRT, ECAs, etc.

## **2.2 Train the Plebes... Train the Youngsters**

Take an active role in the training and development of the Plebes. You are the primary trainers of the Plebes and must realize their successes and shortcomings reflect upon your personal efforts and fall on your shoulders.

Demand the highest standards in academics, personal integrity, and physical development in yourself and your subordinates. Ensure everyone is performing to their individual potential.

Many effective leadership styles have been proven to be effective. Experiment with different types and choose the one that you feel best fits your personality.

When it comes to training subordinates, set the example and hold them accountable. Build a professional relationship that fosters effective two-way communication.

Examples of 2/C training:

- Come-arounds (to improve/develop pro-knowledge).
- Conduct room and uniform inspections of 3/C. Make sure 3/C do the same for 4/C. Make the appropriate corrections and hold personnel accountable.

- Make sure Plebes know daily rates.
- Ensure Plebes work as a unit and are sharing collective duties (laundry, newspapers, etc.).
- Participate in SMT, go to chow calls, Blue and Gold, and sporting events (both company intramurals and intercollegiate). **Be present and set the example!**

### **2.3 Support the Chain of Command**

The chain of command can only be as effective as you make it. Establish credibility in each level of the chain of command, and never undermine those senior to you.

Examples of supporting the chain of command:

- Pass down orders as if they were your own.
- Do not defy or criticize the chain of command in front of subordinates.
- Follow the saying "praise in public, reprimand in private" when you have personal conflicts, especially with those senior to you.

### **2.4 Take an Active Role in the Company... 2/C Make Things Happen!**

Don't sit and watch things happen around you -- realize that this is your company and you can make a difference. Taking an active role in the company better prepares you for the future, and allows the 1/C to better serve the company and prepare for commissioning. Interact with those within your company and get to know them on a personal level.

Examples to take more of an active role in the company as a 2/C:

- If you hold a billet, integrate within your squad and company; don't use the position to isolate yourself.
- Organize squad, platoon, or company functions.
- Take charge of your own development as a leader in the company.

### **2.5 Foster Company Esprit de Corps**

Take advantage of the Brigade 2/C striper organization from the company level with Platoon Sergeants and First Sergeants up to the Brigade Sergeant Major. Utilize this organization so that issues can be handled more efficiently. Look for ways to improve the company at any and every level.

Examples in which 2/C can foster esprit de corps:

- Organize company functions.
- Forward suggestions to the company 1st Sergeant.

- Praise and publicly recognize people who are doing good work.
- Provide positive feedback to your subordinates and company on their efforts.
- Set the example in all things.
- Take pride in being the best.

## **2.6 Develop 3/C Leadership**

Teach the 3/C. You will be held accountable for your subordinates. Hold the 3/C accountable in their roles as mentors to the Plebes and their Plebe's performance. Empower 3/C to take an active role in the squad and company. Recognize that your 3/C are the link between you and your Plebes. Use this connection to your advantage in developing the 4/C.

Examples to develop 3/C leadership:

- Assign tasks to 3/C.
- Verify 3/C participation in planning and executing company functions.
- Hold the 3/C to a higher standard than the 4/C and help them to continue their development.

## **2.7 Prepare for 1/C Leadership**

You will soon be the leadership in the Brigade of Midshipmen. You will be working with officers and senior enlisted on a daily basis and will be treated as a **junior officer**. Be ready to step up to the leadership challenge. Know what is expected of a 1/C Midshipman.

To prepare for 1/C leadership:

- Conduct professional counseling sessions.
- Write proficient fitness reports.
- Identify and refine your leadership skills.

**CHAPTER 3 - MIDSHIPMEN 3/C**

At the completion of 3/C year, a competent Midshipman shall:

- Possess the leadership skills of teaching, guiding, motivating, advocating, and acting as a role model to Midshipmen 4/C.
- Possess and maintain a high level of professional knowledge and competence.
- Be readily prepared to assume small unit leadership roles within the Brigade.
- Be readily prepared to participate in a commitment shaping summer training evolution.
- Be fully prepared to commit to completing their Naval Academy experience and assume the duties and obligations of the decision therein.
- Understand and embrace the role of a Midshipman 2/C within the Brigade.

As such, training for Midshipmen Third Class shall build upon the basic military information they received the previous year and summer. Training should focus on developing the skills necessary to be a competent member of the naval forces as well as prepare them to take on leadership roles as small unit leaders within the Brigade.

**3.0 Third Class Year - Junior Leader and Mentor**

Youngster year is your opportunity to begin to define and refine your personal leadership style. One of your most important roles is the development of your subordinates.

One day you will be in a position of command where you will depend on the skills of your people. You may lead a division, a department, or a platoon. Your job is to ensure through your Commander's Intent that your subordinates are prepared to accomplish their mission.

The role of a "leader" crosses the gamut of teacher, mentor, disciplinarian, and inspirer. Leadership is an intangible trait that is only honed through experience, dedication, and honor.

To facilitate your understanding of leader-subordinate interaction, you will be assigned a Plebe in your squad. You will support, guide, motivate, and teach your Plebe. In doing so, you will simultaneously learn, practice, and enhance your leadership skills. This is your role as a Third Class Midshipman. How well you fulfill the leadership roles outlined here, combined with the effort you make to improve yourself and your Fourth Class, will determine the level of your success in your Youngster year. Your chain of command will help you in this process, but it is your responsibility to ensure your Plebes can successfully complete "the mission" of Plebe year.

It is important during Youngster year to form a relationship with your Plebes in which they feel comfortable in approaching you for help. In this relationship it is important the Fourth Class do not cross the line that distinguishes an encouraging and helpful atmosphere from an unduly familiar relationship. The differentiation can be difficult at the early stages of leadership development, but with guidance from upper class, this distinction

Enclosure (1)

should become clear.

### 3.1 Role of the Youngster

Work with your current Squad Leader and upper classmen to develop your Plebe in a professional manner. You are the one interacting most directly with your Plebe; you must, therefore, be fully in tune with your Plebe's progress as well as his or her needs. A description of your role as a Youngster follows.

Leadership Development: As a Youngster, you have moved past the basics and are experiencing your first chance to practice leadership. To be successful at this new job, you need to lead by example and provide the support your Plebe will need in order to be successful.

You are responsible and will be held accountable for **at least** one Plebe in your squad. Your goal is to guide and motivate positive change through their transition to military life at the Academy.

Midshipmen Third Class can lead by demonstrating the following:

- Maintain a Leadership Notebook of all interaction with your 4/C. The Leadership Notebook should include time, date, location, subject, and observations of the meeting.
- Hold mentor meetings with your 4/C at least three times a semester and ensure that he/she fully understands what is required of them.
- Provide 2/C in squad with weekly reports on performance of the 4/C in the squad. Brief your 2/C on each counseling session conducted with your Plebe.
- Stand proper CMOD watches and maintain the duty log in a professional manner.
- Wear your uniform with pride on and off the Yard.

Character Development: **Authority may be delegated, but you can never delegate responsibility.** Develop a sense of ownership for the personal and professional development of the persons you will be leading. Ensure that if your Plebe has a problem, you are the first to know of it and work towards finding a solution for them in order to get back on track.

Ensure that the **class distinction** exists at the academy by always maintaining a professional attitude with those junior and senior to you. Work with your Chain of Command and take part in helping improve not only your company's professional reputation in the Brigade.

Examples of maintaining professionalism and supporting the Chain of Command:

- Help your 4/C set tangible squad and company goals. Write these goals in your Leadership Notebook and reference them in counseling sessions.

- Uphold your own high uniform and room standards and those of your 4/C. Conduct walk through room inspections daily. Inspect 4/C uniforms at daily come-arounds and make appropriate corrections.
- Hold yourself responsible and be accountable for 4/C rooms and uniform appearance and professional behavior.
- Ensure that come-arounds are professional and effective. Strive to have your 4/C genuinely understand and learn the weekly professional lesson rather than rote memorization of the Professional Manual.

Begin to think about the meaning of your upcoming 2/C commitment and your commitment to the Navy after graduation. Discuss with your Company Officer, Senior Enlisted Leader, or another mentor at USNA the responsibilities that lie ahead of you should you choose to commit.

Academic Development: Continue in your pursuit of knowledge. It is imperative that you realize that the military success you have while here at the academy must also be balanced with your academic success. You will receive more training in your specialty field to give you the ability to intelligently discuss problems with your people that arise on your boat, ship, plane, or ground unit. Your academic success here is a key in developing the skills to habituate life-long learning.

Personal/Physical Development: You need to continue to set an example throughout the year of what a leader should be. This requires you to not only act as one, but to look like one. Take the initiative to continue to improve yourself not only on a personal physical level but also work towards improving your Plebe and ultimately your company through ECAs and yard sports.

### **3.2 Teacher**

You will teach the weekly professional subject material to your Plebe. Your Plebe's pro-knowledge proficiency will reflect your ability to convey the information. Your role as a teacher extends beyond professional knowledge. You have just completed Plebe year, you **are** expected to be an expert at maintaining a good uniform and room standards. You are also well aware of the work necessary to successfully complete Plebe chemistry and calculus. There are many ways in which you can help your Plebe be successful in his or her first year here at the Academy.

### **3.3 Guide**

A leader helps his or her subordinate "navigate" or understand the inner workings of the organization—here, the Naval Academy, and the U.S. Naval Service. You must explain the requirements of Plebe year and the proper use of the chain of command. How well you carry out your responsibility in this area will determine how quickly your Plebe becomes accustomed to the tasks and skills necessary to succeed during the academic year. The proper wear of uniforms, room standards, location of classes, use of e-mail and the Internet, personal PT programs, proper use of the chain of command, and time management are a few examples of such skills.

### 3.4 Motivator

Be involved as a senior in the chain of command so you are in a good position to help subordinates through tough times. You must constantly be aware of your Plebe's "ups and downs" to do this effectively. You must "know" your people!

You should be able to adjust your leadership style to the situation in order to adapt to the events in your subordinate's life. At the Academy, this will involve communicating with the upper class in your squad to adjust the workload put on your Plebe each week, keeping in mind factors such as academic schedule, the physical mission and past performance.

Be aware of varied methods of motivating your Plebe through tough spots. Their year is meant to be challenging. Staying motivated is sometimes quite difficult. Keep your Plebe focused on developing as a Midshipman. As a result, his or her sense of self-respect and self-worth will increase.

### 3.5 Advocate

Create opportunities for your subordinates that may not otherwise be available. Give your Plebe the opportunities to be successful in **front** of the chain of command.

In your support role, you should accurately represent your Plebe's strengths and weaknesses to the chain of command, but do not intentionally put the Plebe into positions where he or she will not be successful. Don't confuse this with your role in challenging your Plebe in increasingly difficult situations—guide them, teach them, support them. Conversely, do not cross that line of professionalism in your relationship that leads to fraternization. You are not the Plebe's "buddy."

In all situations, **your subordinate's development is a reflection of your leadership**. Do your best and learn your strengths and weaknesses in this capacity.

### 3.6 Role Model

As you remember from last year, the actions of those above you made a huge impression on how you viewed the organization and the Naval Academy. A role model strives to support the system (the military) that he or she represents by internalizing its values. The phrase, "lead from the front," says it all.

This aspect of leadership goes much deeper than room standards, your personal appearance, and how well your shoes are shined. Your example is reflected in how you handle yourself in varied situations: your daily interactions, your demonstrated maturity level, your daily demeanor, your level of integrity, loyalty, and your emotional soundness.

You must also show that you, too, understand the necessity for continual improvement. To aid such development, take the time to look at yourself morally, mentally, and physically. Reflect upon the person you have become, the person others see and the leader you want to become.

**CHAPTER 4 - MIDSHIPMEN 4/C**

At the completion of 4/C year, a competent Midshipman shall:

- Understand and embrace the role of a Plebe within the Brigade.
- Possess a sense of pride for the Naval Academy.
- Uphold the highest levels of professionalism and conduct.
- Possess effective listening and observation skills.
- Possess a strong base of professional knowledge and competence.
- Be readily prepared to participate in an introductory fleet cruise.
- Understand and embrace the role of a Midshipman 3/C within the Brigade.

As such, training for Midshipmen Fourth Class shall focus on introducing the core concepts of the Naval Academy and the Naval service, the mission and organization of the Navy and Marine Corps, as well as introducing them to each warfare community.

**4.0 Fourth Class Year - Transition from Imposed Discipline to Self-Discipline**

As a Plebe, your role is quite simple: **to learn!** Your acceptance of your appointment to the Naval Academy reflects your commitment to becoming a naval officer and a leader. However, to reach that goal you must first become a good follower. Plebe year is the time for you to develop these followership skills. By following the guidelines set forth in the *Midshipmen Qualification Standards*, you will be prepared to meet the challenges of Plebe year and to make a successful transition into Youngster year. Your full commitment to learning will make this transition much easier, but you will only receive the rewards of the effort that you display. General Eisenhower once said, "The one quality that can be developed by studious reflection and practice is the leadership of men." The challenges and opportunities are here; it is up to you to accept them.

**4.1 Understand and Embrace the Role of a Plebe Within the Brigade. Strive for Excellence in Everything You Do.**

The primary job of a Plebe is to **learn how to follow**. You must understand how to be a follower before you can be a leader. Respect the authority and experience of the upper class.

Understand and follow the restrictions placed on the Fourth Class. Realize that you are responsible for and will be held accountable for your actions.

Leadership Development: To lead, one must learn to follow. Begin to think about what style of leadership you see around you and which one best suits your strengths. Seek to discuss each week with your chain of command a positive or negative example of leadership seen at the Naval Academy or one that you have read about or discussed in class.

Character Development: Embrace the Honor Concept. These are the standards that all Midshipmen have pledged to uphold. You are strongly encouraged to start an Honor Journal. Keep this journal all four years.

Write about thoughts, feelings and experiences when honor has been brought to the forefront of your daily life.

Academic Development: Make the most of the incredible academic resources and facilities that the Naval Academy has to offer.

Examples of ways to actively pursue academic excellence:

- Attend the writing center as necessary.
- At the beginning of each semester, create an academic study schedule for review by your upper class chain of command through your Squad Leader.
- Attend an MGSP session at least once.

Physical /Personal Development: Make a conscious effort to improve on the level of physical fitness that you attained during Plebe Summer. Give sports, intramurals, and other physical activities your complete effort.

#### **4.2 Develop a Sense of Pride in the Naval Academy**

Only a select group of volunteers are extended the incredible opportunity to attend the Naval Academy. Take advantage of this opportunity and keep perspective!

Learn about the great leaders this institution has produced and strive to emulate their examples. Familiarize yourself with the history and traditions of the Naval Academy. You are now part of this history—your actions are a direct reflection of this heritage.

Every time you put on your uniform you represent every graduate of this institution who has served with honor both in peacetime and in war.

#### **4.3 Develop and Uphold the Highest Levels of Professionalism and Conduct**

Learn what it means to have high standards and be prepared to maintain them throughout your career in the military.

Realize that self-discipline and integrity will become the foundation of your professional development. Without self-discipline and integrity, you cannot achieve the standards that will be expected of you by both your superiors and subordinates. For example,

- Maintain high standards of room and uniform appearance.
- Maintain professional relationships with your upper class throughout the year.
- Learn, demonstrate and sustain professional military etiquette.

#### **4.4 Acquire Effective Listening and Observation Skills**

Observe and take in as much as possible. A good awareness of your environment will help your development—both as a Midshipman and as a junior officer.

Begin to distinguish between the many different leadership styles that you observe. Over time you will discover which methods best motivate you, and you will be able to assimilate them into your own leadership style.

Take advantage of the Officers and Senior Enlisted Leaders on the Yard. Never again will you be in the company of such a large group of outstanding experienced leaders whose primary job is to guide your development. These ladies and gentlemen are the best the Fleet has to offer, and they provide a wealth of knowledge.

#### **4.5 Build a Strong Base of Professional Development**

The professional knowledge that you acquire over the course of Plebe year will form the foundation of your technical competence as an officer. As an officer it is crucial that you have a broad understanding of all aspects of the Naval Service.

**SATURDAY MORNING TRAINING (SMT) PROGRAM**

1. Purpose. To outline objectives, responsibilities, and processes for planning and execution of Saturday Morning Training within the Brigade of Midshipmen.
2. Jurisdiction. This instruction regulates all Midshipmen-led Saturday Morning Training. Other evolutions on Saturday morning may take priority over Midshipmen training, such as athletic practice and contests, official briefs, and training as directed by the Superintendent, Academic Dean, or Commandant of Midshipmen in accordance with Midshipmen Regulations Table of Priorities.
3. Enforcement/Training Critique. The Training Officer will oversee the planning, execution, and approval of SMT to meet the objectives stated below. The Director of Character Development and Training Division holds Saturday Morning Training approval authority. All Saturday Morning Training will be monitored by the senior person present (i.e., Senior Midshipmen, Company Officer, or Senior Enlisted). A Saturday Morning Training critique sheet and muster sheet will be submitted by the senior individual involved with the training through the chain of command to the Battalion Officer by COB the Wednesday following training.
4. Intent. Saturday Morning Training is a continuation of leadership education, training, growth, and development intended to develop Midshipmen in the following ways:
  - a. To provide an opportunity for the First Class to develop, plan, and lead their peers and for the First and Second Classes to lead their subordinates in military training evolutions. It provides the opportunity for Third Class to both mentor and assist Plebes (learning leadership and followership), and be trained with the Fourth Class. SMT allows Fourth Class to continue to learn and develop alongside their classmates.
  - b. To reinforce our identity as professional military officers by gaining experience and expertise as we strive to be

**Leaders of Character  
Who are prepared and educated to serve as  
Warriors  
Standard Bearers of the Naval Profession and  
Servants of the Nation.**

- c. To build company cohesion and esprit de corps through mutually intellectual, challenging, and competitive activities that demand teamwork between all classes. SMT is fundamentally positive, professional training that enhances the professional development of Midshipmen through instruction and example.
  - d. To require that those responsible for planning and conducting training produce training that is useful and valuable for their peers and subordinates.

e. To require that those responsible for conducting training manage the safety of subordinates through the development of Operational Risk Assessments (ORA) and the proper and safe execution of the training.

f. To take advantage of opportunities and resources inherent to the institution, as well as the expertise resident in officers, senior enlisted leaders, and staff and faculty.

g. To provide companies the training time to meet the specific training goals of Midshipman Training Program/MQS and contribute to mission accomplishment at the United States Naval Academy.

5. Goals. The goal of Saturday Morning Training is to provide an opportunity for all classes to gain confidence in their leadership capabilities. More specifically, the goals for each class are outlined as follows:

a. The First Class shall be responsible for overall supervision, control, and safety of the training evolutions. Each lesson must be effective, thoroughly completed, and safe. The Midshipmen First Class will manage attendance, ensuring that all required participants attend and properly contribute to SMT. The First Class are also expected to share expertise and lessons learned from USNA, Midshipmen Cruises, and leadership experiences.

b. The Second Class shall help implement scheduled training and reinforce professional knowledge from the Professional Manual for all classes. They will provide the direction and motivation for the training.

c. The Third Class shall gain experience in leading and motivating subordinates. They should assist in implementing the planned training and be able to instruct and give guidance to the Fourth Class in order to work on mentorship and learning how to help the Fourth Class while maintaining professional relationships.

d. The Fourth Class shall develop their professional knowledge and core competencies, enabling them to excel as leaders in the future. Training should be designed to make them more effective and intelligent representatives of the Naval Academy.

6. Training Objectives. The principle objectives for SMT encompass the moral, mental, and physical development of Midshipmen into Leaders of Character, with the ability to influence people by providing ethical purpose, direction, and motivation.

a. Leader of Character. Midshipmen should understand that virtues are a firmly established characteristic of each individual. The aggregate of all those virtues will constitute a person's character and that this character is revealed daily in the choices made by the individual.

b. Standard Bearer of the Naval Profession. In addition to accomplishing the goals of Plebe Year in developing a mastery of required professional knowledge, demonstrating effective time management, and maintaining high uniform and room standards, the ultimate goal is to create

knowledgeable, competent, and confident future officers. Training will develop the skills, knowledge, and abilities required of officers and to imbue them with a deeper understanding of the meaning of their Commission as officers in the Naval Service and the meaning of the Naval Service core values. Midshipmen must be inspired to their role as Naval Officers and understanding the importance, uniqueness, and challenges of bearing the standard of the Naval profession.

c. Servant of the Nation. Training will focus on how to be a public figure and servant of society. The goal is to ensure that Midshipmen understand the importance of their role as a Naval Officer in serving American Society, and the need to achieve a higher standard as gentlemen and ladies. Another goal is citizenship exposure, to invigorate pride in national heritage, Naval heritage and U.S. Naval Academy traditions.

d. Warrior. Training will focus on reinforcing the three critical actions of the warrior-leader during stressful conditions: decide, communicate, and execute. Training will create an officer capable of operating in, and withstanding, the demands of leading Sailors and Marines in crises. A key component is developing Midshipmen physically (to condition the body to enhance the ability of the mind), as well as to cope with the weight of the responsibility of leadership, and foster a sense of unit cohesion and teamwork within the group. Officers must be warriors, ready to fight and win, and committed to the process of continual personal and professional development.

## 7. Training Topics and Evolutions

a. Standard Training Topics. As listed in enclosure (6), standard training topics have been developed for execution by companies throughout the Brigade. The Midshipmen will be responsible for ensuring a quality spread is planned to meet the training objectives. Enclosure (6) also lists possible training evolutions, representing a training menu from which companies may choose to execute SMT. This list is not all inclusive. Each evolution has an associated training plan and Operational Risk Assessment, which will be accessible on the training webpage at <http://intranet.usna.edu/Training/>.

(1) Training directed by the Superintendent or Commandant of Midshipmen will supersede scheduled company or battalion level training. The Sexual Harassment and Assault Prevention Education (SHAPE) program has been scheduled as part of SMT. SHAPE training will be scheduled through the Brigade Training Officer and conducted by the SHAPE Midshipmen Peer Educators during the SMT period. Company Officers are responsible for ensuring that their company's SMT plans allow for attendance at mandatory or scheduled events. The following outlines the priority of training events during the SMT period:

- (a) Training as directed by the Superintendent or Commandant of Midshipmen.
- (b) SHAPE training.
- (c) Training conducted by SEANAV or Sailing.

(d) Training scheduled for use of limited resources (E-Course, O Course, TAC, pool).

(e) Company-Created Evolutions.

(2) For logistical reasons and to ensure equitability of limited resources, the MacDonough Instructional Pool, Endurance Course, Obstacle Course, Tarzan Assault Course (TAC), and community service events are scheduled by the Brigade Training Officer.

(a) The Brigade Training Officer is responsible for creating a Training Matrix. The Training Matrix will list all Saturdays that training will take place and list all prescheduled training evolutions and training topics for each company. Each Battalion Officer has approval authority for their respective Battalion Training Matrix and will forward the approved Matrix and semester SMT plans to the Brigade Training Officer for consolidation and deconfliction.

(b) Companies are required to attend pre-scheduled training evolutions.

(c) Requests to change dates of events on the Training Matrix will be approved by the Training Officer.

b. Company-Created Evolutions. Companies may create their own evolutions.

(1) Company Training Officers are responsible for arranging support (for example, use of facilities, requests for funding, requests for transportation, etc.) when planning new evolutions. The Brigade Training staff will provide assistance with this planning.

(2) Company created evolutions must support objectives and goals of SMT and be aligned with the training topic assigned. The Battalion Officer retains approval authority for all company created evolutions within the Battalion.

c. Movement Orders. Any event that occurs off the Naval Academy or Naval Station Annapolis (with the exception of a "Monument Run") requires an approved Movement Order. Movement Orders will be prepared per reference (c). Additionally, any event which requires transportation funds must be approved through the Battalion Officer and submitted to the Training Officer 14 days in advance.

## 8. Action

a. All Company Commanders, Company Officers, and Senior Enlisted Leaders shall remain informed of and involved with all SMT evolutions.

b. SMT will take place every Saturday between the hours of 0700-1200, unless superseded by events so designated by the Superintendent, Academic Dean, or Commandant of Midshipmen. More than one evolution may be conducted

during this given timeframe. (For example, a company could do a seminar for half an hour and then do sailing for an hour and a half.) Companies must provide at a minimum 30 minutes for the Fourth Class to eat breakfast. Box breakfasts and/or lunches may be coordinated through Midshipmen Food Services Division.

c. The Brigade Training Officer shall ensure that each company conducts proper planning in accordance with the training plan, executes Operational Risk Assessments (ORA), and satisfies all training objectives.

#### 9. Training Plan Submission and Approval

a. The Training Officer shall develop an SMT training plan for each academic semester assigning mandatory training and general topics for each battalion and company. Director, CD & T Division, shall approve the Brigade SMT training plan.

b. Company Training Officers are required to prepare a SMT proposal and ORA (when applicable) for each evolution. ORAs are required for all standard evolutions, any evolution taking place off the Yard, or any evolution involving physical training. Training proposals will include the following information: overview of training being conducted, movement order number and printout of Midshipmen on the movement order (if applicable), detailed timeline of events to take place, scheduled time for breakfast, list of Midshipmen in charge of the training, and any non-Midshipmen participation/supervision.

(1) From the Brigade SMT Training Plan, Company Training Officers working with the Brigade Training Staff shall develop a monthly training whose purpose is to identify resources which require advance planning. The Company Training Officer shall submit the Monthly Company Training plan to their Company Officer (signature required) via their Company Commander and Senior Enlisted Leader

(2) Company Officers shall approve the Monthly training plan by the 21<sup>st</sup> of the month prior to execution.

(3) On the Monday the prior to training, Company Training Officers shall submit to their Company Officer via SEL, their weekly training plan and ORA.

(4) After approval by the Company Officer, Company Training Officers will forward SMT proposals to their Battalion Training Officers, by Tuesday the week prior to training.

(5) Battalion Training Officers shall review and forward SMT proposals from their companies to their Battalion Officer by Wednesday prior to training.

(6) After approval by the Battalion Officer, Battalion Training Officers shall forward a copy of each semester training proposal and completed ORA to the Brigade Training Officer for consolidation.

(7) The Brigade Training Officers shall review all proposals and ORAs and forward them with a comprehensive list of all SMT proposals to the Training Officer. The Brigade Training Officer will brief the Director CD&T and Training Officer on Wednesday for final Training Plan Approval.

(8) A separate set of deadlines will apply to the Week 1 and 2 SMT Training Plans in order to begin the SMT in a timely manner. Those deadlines will be provided SEPCOR.

(9) Company Training Officers are responsible for submitting a weekly status report, signed by their respective Company Officer or SEL, to the Battalion Training Officers NLT the Tuesday prior to training. The Brigade Training Officer will forward the status reports to the Director CD&T during the Wednesday meeting.

(10) Battalion Training Officers shall be responsible for briefing their respective Company Commanders and Battalion Commanders on all SMT evolutions occurring each week within their battalion NLT 1600 on Thursday prior to the training. This brief should include a review of the upcoming event and a review of ORA. The Brigade Training Officer will provide weekly SMT program status reports to the Deputy Commandant as directed.

Training Plan Battle Rhythm

Sunday	Monday	Tuesday	Wednesday	Thursday	Friday	Saturday
	Company TO submit Plan to Company Officer	Battalion Training Officer Approves	Battalion Officer Approves			
	Brigade TO Consolidates TP			Brigade TO Brief, CD&T Approves	Battalion TO brief respective Company TO	Execute SMT
	Company TO submit SMT Status report to Battalion TO	Battalion TO forward Status reports to Brigade TO	Brigade TO debriefs prior week SMT to CD&T			

9. Safety

a. Safety is paramount and safety considerations override all other training considerations during SMT. Throughout the execution of SMT, unit trainers and unit commanders shall maintain a safety mentality that prevents personnel injury and material damage.

b. Each company is responsible for having two or more cellular phones available for use at training sites off the Yard and one cell phone for sites on the Yard.

c. Issued traffic safety vests will be used at all times when company formations move to and from a training location both on and off the Yard.

d. A Corpsman is required to remain on-scene for the duration of any Pugil Stick training or those standard training evolutions conducted at the Naval Station (for example, TAC, 0-Course, and E-Course). Requests for on-scene Corpsman support will be made through the Brigade Training Officer NLT two weeks in advance of the training.

e. For evolutions not requiring an on-scene Corpsman, emergency response will be initiated by dialing USNA's emergency number (410-293-3333) or 911. The Officer of the Watch will be notified immediately thereafter.

#### 10. Participation

a. SMT is mandatory in accordance with Midshipmen Regulations Table of Priorities. Attendance records shall be maintained for review and consideration when assigning military performance grades. At a minimum, attendance requirements will include the following:

(1) All Midshipmen 3/C and 4/C not on an approved Movement Order. Exemptions for attendance to SMT will be in accordance with COMDTMIDNOTE 1710.

(2) All Midshipmen 1/C, Midshipmen 2/C, and Midshipmen 3/C are required to attend SMT on duty weekends.

(3) Midshipmen on medical chit which limits their participation in training events are required to attend Saturday Morning Training.

b. Company Training Officers are responsible for ensuring that every member of their company is aware of their SMT participation requirement. They are also responsible for tracking attendance and forwarding names of those who do not meet their requirements to the Company Officer, Company Senior Enlisted, Company Commander, and Company Conduct Officer. Midshipmen absent from required training will be held accountable in accordance with reference (d).

**ACADEMIC YEAR FOURTH CLASS DEVELOPMENT SYSTEM**

1. Purpose. To establish policy and guidelines for the academic year phase of the Fourth Class Development System.

2. Background. The Fourth Class Development System is a traditional and fundamental element in the professional education of Midshipmen to prepare them for service as leaders in the officer corps of the Navy and Marine Corps. The Fourth Class Development System is a subset of the Midshipmen Training Program; however, it is unique in that it is part of the transition from civilian to military. It consists of two phases: Phase One is Plebe Summer which is an indoctrination phase, and Phase Two is the Academic Year which serves as a continued introduction into the Naval Service. The Academic Year program reinforces and builds on the experiences gained during the summer, while shifting focus and intensity in order to meet additional academic requirements. The Fourth Class Development System supports the mission of the United States Naval Academy. It balances moral, mental, and physical requirements to provide a challenging, positive, and rewarding experience that emphasizes teamwork, peer leadership, and support of the chain of command.

3. Chain of Command Responsibilities. The proper execution of the Fourth Class Development System is the responsibility of the Midshipman chain-of-command. The Midshipmen leadership must ensure that the Fourth Class Development System is administered in accordance with the letter and spirit of this instruction.

a. Supervision. The Commandant of Midshipmen, through the officer and Midshipmen chains of command, is responsible for the supervision of the Fourth Class Development System. The Commandant approves recommendations from the Brigade Commander concerning all modifications to the Fourth Class Development System.

b. Conduct. Each upper-class Midshipman is responsible for setting the proper example for the Fourth-Class Midshipmen and to this end shall:

(1) Be familiar with this instruction.

(2) Take an active role in maintaining the company training environment, emphasizing uniformity of opportunity. Program consistency shall not be undermined by discriminatory granting of unauthorized privileges.

(3) Correct Fourth Class Development System infractions, while ensuring that no action will demean or abuse the offender.

(4) Be impartial in the correction of Fourth-Class Midshipmen and in all relationships with them, thereby instilling a positive feeling toward the company, the Brigade, and the naval profession.

(5) Understand the definition of hazing and fraternization as specified by the Midshipman Regulations Manual and stated in this instruction.

c. Duties. Basic functions as well as general duties and responsibilities for the following billets are delineated in reference (e).

(1) Brigade Commander

(a) Maintains overall authority and responsibility for the Fourth Class Development System.

(b) Modifies the Fourth Class Development System (working through the Chain of Command) to ensure an effective overall training program. Changes to the system may include but are not limited to intensifications or relaxations.

(c) Ensures effective turnovers to the next semester's staff.

(d) Maintains consistency throughout the Brigade.

(2) Brigade Executive Officer

(a) Supervises the operation of the Fourth Class Development System for the Brigade Commander.

(b) Coordinates with the Commandant's Aptitude and Training Officers, and the Brigade Aptitude, Conduct and Training Officers.

(c) Uses the Midshipmen chain of command to ensure proper education and uniformity of enforcement.

(d) Coordinates execution of the Fourth Class Development System to ensure unified standards of delivery and evaluation.

(3) Brigade Training Officer

(a) Is responsible for developing the training plan for all classes to support the mission of the Naval Academy.

(b) Is responsible for ensuring consistency across the Brigade.

(c) Shall coordinate training activities initiated, conducted, or completed by the striper organization with the Commandant's Training Officer.

(d) Shall oversee training evolutions and provides feedback to the Brigade Commander.

(e) Shall deconflict training requirements with other plebe requirements such as academic study periods, academic events, sporting events, and brigade-wide evolutions.

(f) Shall represent Midshipman training interests on the Planning Board for Scheduling and Training (PBST), in accordance with reference (f).

(g) Coordinates training activities with and among the Battalion Training Officers.

(4) Brigade Aptitude and Conduct Officers

(a) Supports the Brigade Executive Officer in issues related to the Fourth Class Development System.

(b) Coordinates with the Commandant's Aptitude and Conduct Officers and the Brigade Executive Officer.

(5) Regimental Commanders are responsible to the Brigade Commander for the conduct of the Fourth Class Development System within their regiments.

(6) Battalion Commanders are responsible to the Regimental Commander for the conduct of the Fourth Class Development System within their Battalions.

(7) Battalion Training Officer

(a) Shall ensure the Company Training Officers accomplish the Fourth Class Development System objectives.

(b) Shall ensure battalion-wide consistency in enforcement of the Fourth Class Development System.

(c) Shall oversee training evolutions within the battalion and coordinate with the Battalion Commander to approve special training evolutions within the Battalion.

(d) May perform collateral brigade-level training duties such as coordinating ship visits, writing proposals, and developing professional training knowledge.

(8) Company Commanders are responsible for the overall execution of the Fourth Class Development System and for maintaining a consistent level of intensity and enforcement of the Fourth Class Development System within their companies.

(9) Company Executive Officer

(a) Shall advise the Company Commander on matters pertaining to the Fourth Class Development System. This includes keeping records of all problems, abuses, and improvements of the Fourth Class Development System that originate in the company.

(b) Shall monitor application of the Fourth Class Development System in the company to ensure positive and consistent application by the upper-class. This includes periodic supervision of come-arounds and participating in all company-level Fourth Class Professional Boards.

(c) Shall monitor the performance of the Fourth-Class Midshipmen in the company.

(d) Assists in educating all Midshipmen in the company to ensure a complete understanding of the Fourth Class Development System.

(e) Ensures the company has a Fourth Class Development Bulletin Board to include as a minimum the following items:

1. Daily menus
2. Watchbills
3. Chain of command (President through academic year Midshipman chain of command)

(f) Coordinates with Company Training Officer to ensure proper tasking to second class and third class.

(10) Company Training Officer

(a) Shall ensure the second-class and third-class accomplish the Fourth Class Development System objectives.

(b) Is accountable for plebe attendance at training evolutions.

(c) Shall ensure upper-class assist with special training initiatives within the company such as professional boards, movement orders, presentations, and Battalion- and Brigade-level training requirements.

(d) Shall track each Midshipman's professional knowledge quiz performance, and coordinates with squad leaders to remedy poor performance.

(e) Shall work with the Company Commander and Executive Officer to oversee the Second and Third Classes in their training roles and maintains a positive, effective training environment. The Company Training Officer must be vigilant in watching for hazing and training that does not promote dignity, respect, and professionalism.

(f) Shall develop the Saturday Morning Training Plans with Operational Risk Assessments per this instruction

(11) Platoon Commander

(a) Shall monitor application of the Fourth Class Development System in the platoon to ensure positive and consistent application by all upper-class. This includes periodically supervising come-arounds and ensuring Squad Leaders keep thorough and accurate records.

(b) Shall monitor the performance of the fourth-class in the platoon to ensure Second- and Third-Class meet all objectives.

(12) Squad Leader

(a) Is responsible for the training, performance and well-being of the Fourth Class Midshipmen.

(b) Shall contribute particularly to the moral and professional development of Midshipmen in the squad.

(c) Shall ensure maintenance of standards of knowledge and appearance per the Fourth Class Development System.

(d) Shall receive, review, and maintain all evaluations written on squad members and discuss each with the Midshipman concerned.

(e) Is responsible for the counseling of all fourth-class in the squad, with emphasis on development.

(f) Serves on Aptitude Boards for the fourth class in the squad.

(13) Second Class Midshipmen

(a) Assist squad leaders in the maintenance of discipline and standards and in the execution of policies.

(b) Serve as evaluators to provide adequate and timely feedback to squad leaders regarding the performance of underclass squad members.

(c) Counsel the Third Class weekly regarding training effectiveness and possible improvements. Evaluation of the ability of the Third Class to instruct as well as the Fourth Classman's performance provides the basis for counseling.

(d) Administer weekly room and personnel inspections subject to the guidance of the First Class Midshipmen.

(14) Third Class Midshipmen

(a) Participate fully in the training of Fourth Class on routine aspects of Midshipman life, such as academics, wearing of uniforms, and professional knowledge. Their role focuses predominantly on teaching and instructing.

(b) Administer weekly room and personnel inspections and conduct come-arounds subject to the guidance of the Second Class. Come-arounds focus on teaching and instructing Fourth Class with an emphasis on preparation for the presentation of the material to be evaluated by the Second Class.

(c) Assist and participate in Saturday Morning Training.

6. Training Requirements. Training is the most critical element in the Fourth Class Development System – not only training of the plebes, but also training of the upper-class who must carry out the system. Enclosure (6) contains specific information regarding training requirements and milestones.

7. Prohibited Activities. Although not all-inclusive, the following activities are specifically prohibited (consult reference (d) for further information):

a. Hazing. Per reference (g), hazing means any unauthorized assumption of authority by a Midshipman whereby another Midshipman suffers or is exposed to any cruelty, indignity, humiliation, hardship, or oppression, or the deprivation or abridgement of any right. A Midshipman may be dismissed for

Enclosure (3)

hazing.

b. Physical Abuse. Upper-class Midshipmen may only touch Fourth Class Midshipmen for the purpose of correcting or adjusting the uniform, drill and rifle positions or as necessary for other legitimate training purposes. This would include contact necessary to assist a plebe with physical exercises such as holding feet for sit-ups or assisting a plebe to a chin-up bar. Physical abuse or harassment will not be tolerated in any form. Physical contact is allowed only as necessary for training purposes. No amount of physical force is condoned, nor will it be tolerated. Upper-class must not coerce or compel plebes to perform a spirit activity that may put the plebe in harms way, or risk physical injury. Incidental contact during approved athletic contests in the athletic environment is authorized. Physical abuse is a separation level offense.

c. Interference with Fourth Class sleep or study periods. Upper-class may not schedule formal training for plebes before 0630, excepting specific approved evolutions, or after taps. That time is protected strictly for Fourth Class to sleep. Upper-class also may not schedule formal training, to include professional knowledge review, during study period or after taps. That time is reserved strictly for academic study.

d. Special evolutions. The following evolutions which are prescribed during Plebe Summer are not authorized during the academic year: bracing up, individual physical punishment.

e. Fraternization. Fraternization, as defined in reference (b), is prohibited.

**ACADEMIC YEAR FOURTH CLASS DEVELOPMENT SYSTEM  
TRAINING REQUIREMENTS**

1. General. This enclosure specifies training requirements in addition to required Fourth Class MQS. The Fourth Class Development System is not intended to be an additional, rigorous three hour academic course demanding excessive time in a Fourth Class Midshipman's day. FOURTH CLASS SHOULD NOT BE REQUIRED TO SPEND MORE THAN ONE AND A HALF HOURS PER DAY ON FOURTH CLASS DEVELOPMENT ITEMS. This includes preparation and presentation time of all rates, spirit related activities, and company duties. No more than ten and a half hours per week should be spent on the Fourth Class Development System by each Fourth Class. Exceptions to this limit may only be granted by the Company Officer.

2. Training Milestones. The following additional training milestones are applicable for the academic year:

a. No later than Army Week, fourth class should:

- (1) Be able to wear all uniforms properly.
- (2) Display effective time management skills, such as
  - (a) Maintain a written schedule.

(b) Gantt chart back from a goal through the steps required to accomplish the goal.

(c) Maintain a work journal.

(d) Consistently review future schedules weekly and monthly.

(3) Be fully conversant with the Professional Knowledge Reference Manual (Vol 1).

(4) Display exemplary Brigade spirit (includes posters, bulletin boards of a professional nature and other spirit related activities per upper-class example).

(5) Firmly grasp Naval Academy and Naval service customs and traditions.

b. No later than Spring Break, Fourth Class should:

(1) Be fully conversant with the Professional Knowledge Reference Manual (Vol 1 and 2).

(2) Set the Brigade example of spirit and support.

(3) Be professionally and physically prepared for Youngster summer training.

c. Appropriate counseling and follow-up training should be administered to any plebe who fails to meet the above requirements.

3. Squad Training and Evaluations. The Squad Leader, Second Class trainer, and Third Class coach must work in unison toward the desired goals. Proper planning and interaction of the three upper-classes will lead to a squad which anticipates its training, implements the training, evaluates that implementation and ultimately completes its mission. A key to this success is the evaluation done by the Second Class and their dedicated efforts to maintain the direction of the squad as dictated by the squad leader. A basic template for squad training and counseling is shown below. The template serves as an example and may be modified by the squad leader. Training time should not exceed the limit set in paragraph one above.

<u>SQUAD TRAINING PLAN</u>						
	Monday	Tuesday	Wednesday	Thursday	Friday	Saturday
Morning Training	3/C come-around	3/C come-arounds	2/C come-arounds	2/C come-arounds	1/C MQS sign-off	
Other Training						SMT
Free Time	3/C and 4/C Midshipmen counseled by 1/C and 2/C; 2/C counseled by 1/C MQS Sign Off					
Notes:	(1) 2/C will evaluate 4/C Midshipman performance and determine modification of 3/C training syllabus. (2) 1/C evaluation made in conjunction with the 2/C on the progress towards training goals. (3) Other come-arounds that may be required must be approved by the Company Commander.					

a. The Company Officer time can be used for MQS sign off and Fourth Class Development training as needed in accordance with reference (b). This training period can be used for group training and discussions on either professional knowledge or daily rates, provided the training has been approved by the Company Commander prior to being conducted.

b. Unless in the Fourth Class Midshipman's immediate chain of command on official business or for the purpose of tutoring a Fourth Class in a certain academic subject, upper-class shall not visit Fourth Class rooms during study period.

4. Professional Reports

a. Professional reports will be used as an Extra Military Instruction (EMI) tool only. These EMI assignments will be constructive in nature and be tailored to a specific deficiency of a Fourth Class. All EMI assignments will be documented with an EMI chit. Company Commanders may assign EMI with the approval of the Company Officer. Other guidelines are as follows:

(1) No more than one professional report may be assigned per Fourth Class per week.

(2) Professional reports will be limited to fifteen minutes in duration. This includes the time required for the Fourth Class to answer questions from upper-class Midshipmen regarding the content of report.

(3) Professional topics are restricted to those listed in the Professional Knowledge Reference Manual for the current week.

(4) Professional reports may be required to cover information beyond the weekly professional knowledge; however, they must relate to the weekly topic.

(5) Squad Leaders will be responsible for the conduct of professional reports in their squad.

#### 5. Come-Arounds

a. General. The principal purpose of come-arounds is to further the overall development of the fourth class involved. Come-arounds consist of any counseling session, oral examination, training or instructional period, corrective action for discrepancies, or personnel inspection of a Fourth Class. Normally, only Midshipmen in a Fourth Class Midshipman's direct chain of command (from Element Leader through the Superintendent) may hold a come-around for that plebe. If a Midshipman outside this chain of command deems it necessary for a Fourth Class to have a come-around, that Midshipman will request permission from the respective Fourth Class Midshipman's squad leader.

b. Conduct. All come-arounds will be strictly a professional exchange of information between an upper-class Midshipman and a Fourth Class Midshipman.

(1) Time. Come-arounds will be held from 0630-0655, Monday through Friday. For those athletes with morning workouts that preclude participation in the 0630-0655 come-around, come-arounds may be rescheduled for a time later in the day, as long as it does not interfere with study period. Total duration for come-arounds will not exceed three hours per week. If an exception is required to the usual come-around period noted above, it must be approved by the Company Commander or Company Training Officer. Upper-class Midshipmen should recognize that every Midshipman's time is valuable, so come-arounds should be planned accordingly.

(2) Location. Come-arounds may be conducted outside the room of an upper-class Midshipman with the Fourth Class at a position of "at ease," in a room with the door open, or in a passageway. A positive leadership environment must be maintained at all times.

(3) Uniform. The Midshipman conducting the come-around will be in a complete uniform. Under most circumstances this should be the same uniform as the Fourth Class coming around: the uniform of the day.

9. Physical Training. Upper-class may prescribe physical training to build unit integrity, teamwork, physical aptitude, or applicable military skills. If a Company Training Officer intends to conduct any type of physical training evolution, including physical training inside Bancroft Hall, the Company Commander and Company Officer must be fully aware and their informed consent must be received. The training may only be conducted after 0630 and before study period or during Saturday Morning Training time, and it requires prior approval and an Operational Risk Assessment. If training time is required outside of these times, a proposal and Operational Risk Assessment must be submitted to and approved by the Company Commander and Company Officer. The Battalion and Brigade Training Officers as well as the Commandant's Training Officer must also be informed. The following are routine physical training evolutions: Remedial PRT training led by the Company PMO for substandard performance on a practice or scored PRT.

6. Rewards. Reinforcement of positive behavior is an essential element in training. The Fourth Class Development System must identify outstanding performance and recognize it accordingly. Efforts should be made by the upper-classes and the chain of command to reward outstanding performance by those fourth class who significantly exceed standards. The following are a few suggested means to recognize superior performance by Fourth Class:

- a. "Carry-on" at noon meal.
- b. Verbal recognition by the unit commander in front of the squad, platoon, company, etc.
- c. A letter of commendation.
- d. Nomination for Company or Battalion Midshipman of the Month or for Company, Battalion, or Brigade Midshipman of the Semester.

**ACADEMIC YEAR FOURTH CLASS DEVELOPMENT SYSTEM  
FOURTH CLASS DUTIES AND RESPONSIBILITIES (RATES)**

1. In accordance with COMDTMIDNINST 3120.1F, most Fourth Class duties and responsibilities (rates) learned during Plebe Summer will remain in effect through the academic year. In addition to the requirements set forth in reference (b), the following amendments to the Fourth Class duties and responsibilities become effective at the end of Plebe Summer (when the Brigade reforms):

a. Daily Rate Knowledge. Daily rates will be mastered no later than the morning come-around. Daily rates include the scores of all Army-Navy and Navy-Air Force sports events held during a given week or on the preceding weekend.

b. Fourth Class may only use Dahlgren Hall:

(1) To participate in intramurals.

(2) When authorized dragging privileges, plebes may meet visitors on the Perot level.

(3) When specifically authorized by the Brigade Commander for social functions.

c. Duties

(1) Fourth Class give chow calls (as learned during Plebe Summer) at ten and five minutes prior to all indoor formations and twelve and seven minutes prior all outside formations.

(2) Fourth Class report three minutes prior to assembly for all formations.

(3) Fourth Class decorate bulletin boards in Bancroft Hall spaces to include company boards and any additional boards specifically assigned. Bulletin boards will not be worked on during study period.

(4) Fourth Class are required to deliver all company laundry items to their respective owner's room by 1930 on the day of delivery. A watch bill may be posted to accomplish this function.

(5) Fourth Class may perform weekly recycling duties at the discretion of the Company First Lieutenant.

d. Personal decorum

(1) Fourth Class will come to attention when addressed. When an upper-class Midshipman, Navy or Marine Corps Officer, or Senior Enlisted Leader enters a plebe room, all plebes in the room will come to attention and sound off with rank, last name, and alpha code.

(2) Fourth Class may not talk to classmates while in the passageways

or ladders of Bancroft Hall, except while performing official duties, without first obtaining permission from an upper-class Midshipman in the area.

(3) Fourth Class will not eat or consume beverages while in Bancroft Hall except in their or other Fourth Class rooms.

(4) Fourth Class are authorized to use:

(a) Scuttlebutts in passageways.

(b) All coin operated machines.

(c) Basement weight rooms.

(5) Fourth class may not sit outside anywhere on the Yard unless they are watching a sporting event.

e. Authorized ladders in Bancroft Hall

(1) Fourth Class are authorized use of any wide ladder throughout Bancroft Hall except the ladders in the after outboard corners of the 3<sup>rd</sup> and 4<sup>th</sup> wings which are Youngster ladders. The ladders and doors on the forward inboard corners of the 3<sup>rd</sup> and 4<sup>th</sup> wings that lead into Tecumseh Court are Second Class ladders only.

(2) Specifically, Fourth Class rate all ladders in the 1<sup>st</sup> and 2<sup>nd</sup> wings. Fourth Class rate only the two wide central ladders in the 5<sup>th</sup>, 6<sup>th</sup>, 7<sup>th</sup> and 8<sup>th</sup> wings.

(3) Fourth Class rate the spiral ladders in 3<sup>rd</sup> and 4<sup>th</sup> wings as well as the ladders leading from 3-1 and 4-1 to the basement spaces.

**STANDARD TRAINING TOPICS AND EVOLUTIONS**

The Midshipman Company Training Officers will be assigned the following topics during the semester. The specific event will be created by the Company Training Officer and approved through the Chain of Command, ultimately reviewed and approved by the Deputy Commandant of Midshipmen. The specific schedules will be provided to the companies. Company Training officers shall ensure a quality spread is scheduled among training topics.

TRAINING TOPICS:

LC = LEADER OF CHARACTER\*

WA = WARRIOR TRAINING

SN = SERVANT OF THE NATION TRAINING

SBNP = STANDARD BEARER OF THE NAVAL PROFESSION TRAINING

1. WA - Endurance Course, Obstacle Course, or Pool
2. WA
3. WA
4. SN - Community Service\*\*
5. SN
6. SN
7. SBNP
8. SBNP
9. SBNP
10. LC/SN/SBNP/WA (CHOOSE ONE)
11. LC/SN/SBNP/WA (CHOOSE ONE)

\* LEADER OF CHARACTER will be stressed during all Training Evolutions.

\*\* The Community Service event will be determined by the date assigned and will be coordinated with the MAG office.

**LIST OF POSSIBLE TRAINING EVOLUTIONS**

\*\*This list is not all inclusive. Midshipmen are encouraged to visit <http://intranet.usna.training> to find examples of SMT evolutions.

LEADER OF CHARACTER (LC)

1. SHAPE Training
2. Honor Education Training - coordinated through Honor Ed
3. Civility Training - coordinated through Social Director
4. Holocaust Museum Workshop - coordinated through Char Dev
5. Low Ropes Course - with qualified facilitator only
6. Professional Movie - coordinated through the Ethics Center

WARRIOR TRAINING (WA)

1. Endurance Course
2. Obstacle Course
3. Pool Activity
4. Tarzan Assault Course - with qualified instructor
5. Climbing Wall
6. Bear Pit
7. Martial Arts Training
8. Circuit PT
9. Paintball
10. USMC PFT
11. Pugil Sticks - with qualified facilitator
12. Triathlon
13. Endurance Hike

SERVANT OF THE NATION (SN)

1. Community Service Activity (MAG)
2. Civility Training
3. Historical Orientation
4. Public Speaking Exercise
5. Monument Run
6. POW/MIA Lecture
7. Hospital visit to wounded soldiers

STANDARD BEARER OF THE NAVAL PROFESSION (SBNP)

1. YP Ship Driving and Navigation Training
2. Sailing
3. Professional Speaker
4. Professional Topic Event (Land Nav, Squad tactics, Paintball, DC training etc)
5. Pro-Review
6. Rules of Engagement Lecture - with qualified JAG
7. Land Navigation/Orienting
8. Damage Control Training
9. Zone Inspections
10. Familiarization Briefs
  - a. Dolphin Club Submarine Brief
  - b. Naval Academy Aviation Society Brief
  - c. Surface Navy Association Brief

d. Warfare Community Brief (given by warfare qualified officer assigned to USNA)

e. Semper Fi Brief

11. Rifle/Pistol Shooting
12. Pro-speaker on how to counsel
13. Seminar of Pro-speakers on life in each Naval Warfare Community
14. Video Teleconference with deployed forces