



DEPARTMENT OF THE NAVY
OFFICE OF THE COMMANDANT OF MIDSHIPMEN
UNITED STATES NAVAL ACADEMY
101 BUCHANAN ROAD
ANNAPOLIS MARYLAND 21402-5107

COMDTMIDNINST 3504.1
Company Commanders

OCT 15 2014

COMMANDANT OF MIDSHIPMEN INSTRUCTION 3504.1

From: Commandant of Midshipmen

Subj: BRIGADE MISSION READINESS POLICY

Encl: (1) Tools
(2) Notification Template and Examples
(3) Platoon update

1. Purpose. The purpose of the Brigade Mission Readiness Policy is to empower primary level leaders to identify behavioral tendencies or situational occurrences in their subordinates which are counterproductive to the mission of the Naval Academy, to create a non-punitive plan for bringing them back on track, and to maintain awareness of progress made in the implementation of this plan in order to ultimately mitigate more serious issues in the future. That is, this program encourages midshipmen to intervene at the earliest opportunity to prevent the necessity for punitive measures. Company Commanders will oversee the implementation of this policy and ensure that the exchange of any Midshipman's personal information is as private as practically possible.

2. Background. The chain of command is responsible for the mission readiness of all Midshipmen in their unit. This program is a Midshipmen-owned program. Changes to this instruction will be vetted through the Brigade chain of command, specifically the Brigade Executive Officer.

3. Policy.

a. Squad leaders will identify behavioral tendencies or situations counterproductive to the mission of the Naval Academy.

(1) Company Commanders will ensure that every Midshipman in a company is assigned to a squad with the exception of the Company Commander, Executive Officer, First Sergeant, Operations Officer, Training Officer, Platoon Commanders, Platoon Sergeants, and out of company strippers.

(2) Squad leaders will create a chain of command within their squad that provides each Midshipman a cohesive network of leadership. 4/C Midshipmen will have an assigned key person from every other class, including the 3/C, 2/C, and 1/C. In addition to the 4/C, 3/C

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Midshipmen will have 2/C key persons, and 2/C Midshipmen will have 1/C key persons. 1/C Midshipmen will be assigned to their immediate superior 1/C in the chain of command. Any Midshipman not assigned to a squad will be assigned to their unit commander. In addition to their chain of command, Midshipmen are highly encouraged to seek out mentors outside of this formal program. The Naval Academy employs a wide variety of experienced officers, enlisted, and civilians who are here to support the Brigade of Midshipmen; therefore, Midshipmen are encouraged to tap into the vast experience, expertise, and perspective of these patriotic men and women. Additionally, developing mentor relationships among other Midshipmen is highly recommended.

(3) Key persons will informally interact with subordinates on a daily basis in order to continually foster a professional bond and to maintain situational awareness of events in the subordinate's life. Squad leaders will ensure that these relationships are positive and appropriate.

(4) If a key person recognizes an issue that seems to be hindering his or her subordinate from accomplishing the mission of the Naval Academy, he or she will communicate this issue to the squad leader. Examples include:

(a) Issues in family or personal relationships, such as domestic violence, the loss of a loved one, or relationship problems with a boyfriend or girlfriend.

(b) Medical conditions, such as pending medical procedures or surgeries, psychological or social adjustment disorders, adverse peer pressure for perceived weakness, inability to conform to body composition or fitness standards, ailments that are complex or have not been diagnosed, or restricted service selection options.

(c) Financial problems, including indebtedness or financial troubles back home.

(d) Legal issues.

(e) USNA-specific stressors, including poor grades or ranking evaluations, UNSAT performance in any mission area, assignment to a new company, conflicts with seniors or peers, or other career situations or uncertainties.

(f) Conduct warning signs, such as exhibiting a pattern of making inappropriate or hurtful comments, disregard for proper uniform standards, or dangerous drinking habits.

b. If there are indicators a Midshipman is experiencing difficulties. Squad Leaders will create a non-punitive plan.

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(1) The Squad Leader will seek guidance from the Midshipman's key person and with any company staff members who may be able to help. He or she will create a plan for helping his or her Midshipmen to recover from the issues that he or she has been facing. Enclosure (1) provides many tools offered by the Naval Academy.

(2) The Squad Leader may seek input from the Midshipman him- or herself but is not required to.

(3) Once the Squad Leader has established and formatted a plan, the Platoon Commander will review the plan for approval.

(4) Once the Platoon Commander has reviewed the plan, the Company Commander will review the plan for approval.

(5) The Squad Leader will keep a copy of the plan for his or her record.

(6) The plan may be changed at the discretion of the Squad Leader. The Squad Leader must notify the Platoon Commander and Company Commander.

(7) The template for the plan and several examples can be found in enclosure (2).

c. Commanders will maintain awareness.

(1) Squad Leaders will submit a weekly update to the Platoon Commander regarding progress of their Midshipmen.

(2) Platoon Commanders will submit a weekly update to the Company Commander. To preserve privacy of Midshipmen, this will not be an online document.

(3) The template for an update and an example can be found in enclosure (3).

(4) Company Commanders will hold Mission Readiness Councils at key times throughout the semester to foster awareness and communication among company leaders. All Platoon Commanders and Squad Leaders will be in attendance, in addition to the Company Honor Advisor, ADEO, Conduct Officer, Academics Officer, and Physical Mission Officer.

(a) The mission of these Councils is to provide each Midshipman's chain of command with a full picture of his or her progress. Somewhat like an Aviation unit's "Human Factors Board," engaging the chain of command is an important component of the program, so that all resources that can help a midshipman are brought to bear on the situation.

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(b) Four key times throughout the semester are

1. Within two weeks after the Brigade returns,
2. Within one week after 6-week exams,
3. Within one week after 12-week exams, and
4. Within two weeks before final exams.

4. Action. Company Commanders and Midshipmen must become familiar with the Brigade Mission Readiness Policy and the delineation of responsibilities in enclosures (1) through (3).



R. L. SHEA
By direction

Distribution:
Brigade (Electronically)

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TOOLS

Category	Issue	Action	Location / Point of Contact
Academic	Failing a class Below 2.0 gpa	Go to the professor Seek help from department Plebe Intervention Program Plebe Advising Program Advanced Learning Skills Program Midshipmen Group Study Program (MGSP) Professional Evening Tutoring Supplemental Instruction Go to the Math Lab, Chemistry Resource Room, or Writing Center Seek help from the MDC Study with an in-company tutor	Academic advisor, professor Department chair Center for Academic Excellence (2 nd deck of Levy) Company Academic Officer Center for Academic Excellence Academic Advisor Midshipman Development Center (8 th wing)
Physical	Fails height and weight Fails PRT Fails PE class Struggles with physical mission	Meet with exercise physiologist Meet with MDC dieticians Exercise with the Company PMO	CDR Peterson, Human Performance Lab (Halsey Field House) Sheryl Hoelner and Lilah Al Masri Company Physical Mission Officer
Conduct	Regularly exercises poor judgment on liberty Exhibits signs of alcoholism Interacts poorly with classmates	Attend several AA meetings Seek help from MDC - Psychological and nutritional adjustments to USNA - Psychological concerns including relationship problems, stress management, sadness, and eating problems - Nutritional concerns, performance enhancement	Larry O: 301-332-2635 Company ADEO Brigade ADEO/CME0: Elizabeth Shields ADEO/CME0: LT Jensen (Main Office) Midshipman Development Center
Personal	Death of a loved one Relationship problems Financial problems Restricted commissioning options	Seek help from MDC - Psychological and nutritional adjustments to USNA - Psychological concerns including relationship problems, stress management, sadness, and eating problems - Nutritional concerns, performance enhancement Meet with a Chaplain	Midshipman Development Center Battalion Chaplain Chaplain Center (2 nd deck of Laboon)

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NOTIFICATION TEMPLATE AND EXAMPLES

MEMORANDUM

DD MMMN YY

From: MIDN 1/C LASTNAME, USN, XX Company Commander

To: MIDN X/C LASTNAME, USN, Billet

Subj: MISSION READINESS PLAN

1. You are receiving this because _____. Your midshipman chain of command recognizes that this is an issue that may have limited consequence now, but will most likely set you on a track that is detrimental to your development as a Naval or Marine Corps Officer. In your best interest, your chain of command is now taking this non-punitive action in order to ensure that this issue is handled at the lowest possible level and without blemish to your reputation or record.

2. You will adhere to the following plan: _____. This plan may be altered at the discretion of your Squad Leader.

3. In order to achieve the goal of solving this issue and to graduate from this plan, you must _____.

Very respectfully,

MIDN Firstname Lastname, USN
XX Company Commander

Copy to:
Company Commander
Platoon Commander
Squad Leader

Enclosure (2)

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MEMORANDUM

DD MMM YY

From: MIDN 1/C DOOR, USN, 31st Company Commander
To: MIDN 4/C PLEBE, USN

Subj: MISSION READINESS PLAN

1. You are receiving this because you struggle with passing the PRT. Your midshipman chain of command recognizes that this is an issue that may have limited consequence now, but will most likely set you on a track that is detrimental to your development as a Naval or Marine Corps Officer. In your best interest, your chain of command is now taking this non-punitive action in order to ensure that this issue is handled at the lowest possible level and without blemish to your reputation or record.
2. You will adhere to the following plan: monitored by your Company PMO, you will follow a workout routine specifically designed for you by CDR Peterson, the exercise physiologist. This plan may be altered at the discretion of your Squad Leader.
3. In order to achieve the goal of solving this issue and to graduate from this plan, you must score an 80 or higher on your next PRT or inventory PRT.

Very respectfully,

MIDN W. T. Door, USN
31st Company Commander

Copy to:
Company Commander
Platoon Commander
Squad Leader

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MEMORANDUM

DD MMMN YY

From: MIDN 1/C DOOR, USN, 31st Company Commander
To: MIDN 4/C PLEBE, USN

Subj: MISSION READINESS PLAN

1. You are receiving this because your 6-week grades indicated that you are failing Chemistry. Your midshipman chain of command recognizes that this is an issue that may have limited consequence now, but will most likely set you on a track that is detrimental to your development as a Naval or Marine Corps Officer. In your best interest, your chain of command is now taking this non-punitive action in order to ensure that this issue is handled at the lowest possible level and without blemish to your reputation or record.

2. You will adhere to the following plan: you will meet for additional instruction with your professor for extra instruction at least once a week. If your professor is unavailable, you will receive extra instruction from another professor or official tutor within the Chemistry department. This plan may be altered at the discretion of your Squad Leader.

3. In order to achieve the goal of solving this issue and to graduate from this plan, you must bring your grade up to an 80 or above and notify your Squad Leader.

Very respectfully,

MIDN W. T. Door, USN
31st Company Commander

Copy to:
Company Commander
Platoon Commander
Squad Leader

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MEMORANDUM

DD MMMN YY

From: MIDN 1/C DOOR, USN, 31st Company Commander
To: MIDN 3/C YOUNGSTER, USN

Subj: MISSION READINESS PLAN

1. You are receiving this because you have been exercising irresponsible and dangerous drinking habits. Your midshipman chain of command recognizes that this is an issue that may have limited consequence now, but will most likely set you on a track that is detrimental to your development as a Naval or Marine Corps Officer. In your best interest, your chain of command is now taking this non-punitive action in order to ensure that this issue is handled at the lowest possible level and without blemish to your reputation or record.

2. You will adhere to the following plan: you will make a plan for the day before you depart for liberty each Saturday. You will call your Squad Leader every Saturday night between 1930 and 2030 and inform him or her of your plans for alcohol consumption and transportation for the rest of the night. This plan may be altered at the discretion of your Squad Leader.

3. In order to achieve the goal of solving this issue and to graduate from this plan, you must demonstrate to your Squad Leader responsible weekend liberty habits for the next six weeks.

Very respectfully,

MIDN W. T. Door, USN
31st Company Commander

Copy to:
Company Commander
Platoon Commander
Squad Leader

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MEMORANDUM

DD MMMN YY

From: MIDN 1/C DOOR, USN, 31st Company Commander
To: MIDN 2/C SEGUNDO, USN

Subj: MISSION READINESS PLAN

1. You are receiving this because you have been fostering a negative command climate by repeatedly making explicit and inappropriate comments in Bancroft Hall and at meals. Your midshipman chain of command recognizes that this is an issue that may have limited consequence now, but will most likely set you on a track that is detrimental to your development as a Naval or Marine Corps Officer. In your best interest, your chain of command is now taking this non-punitive action in order to ensure that this issue is handled at the lowest possible level and without blemish to your reputation or record.

2. You will adhere to the following plan: you will apologize to the squad and explain why an officer in the Navy or Marine Corps should avoid similar behavior. Additionally, you will post a different motivational quote having to do with leadership and respect on your door each day for a week. This plan may be altered at the discretion of your Squad Leader.

3. In order to achieve the goal of solving this issue and to graduate from this plan, you will meet with your Squad Leader next week to discuss your intended influence on the company's command climate.

Very respectfully,

MIDN W. T. Door, USN
31st Company Commander

Copy to:
Company Commander
Platoon Commander
Squad Leader

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MISSION READINESS PLATOON UPDATE						
Platoon Commander:	MIDN LTJG Lastname, USN		Date:			DD MON YY
SQUAD 1: MIDN ENS Lastname, USN						
NAME	ISSUE	GOAL	PLAN	ENDSTATE	ESTIMATED COMPLETION DATE	PROGRESS
SQUAD 2: MIDN ENS Lastname, USN						
NAME	ISSUE	GOAL	PLAN	ENDSTATE	ESTIMATED COMPLETION DATE	PROGRESS
SQUAD 3: MIDN ENS Lastname, USN						
NAME	ISSUE	GOAL	PLAN	ENDSTATE	ESTIMATED COMPLETION DATE	PROGRESS

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