Squad Leader Handbook
2014-2015

Squad Leaders: The Backbone of the Brigade
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BE EXCELLENT – DO THE RIGHT THING

MY PHILOSOPHY is captured in two simple words: BE EXCELLENT!

Your individual success as a Midshipman, your team success as a Brigade, and our collective success as a Naval Academy family, is dependent on our COMMITMENT TO EXCELLENCE. That commitment is demonstrated on a daily basis by all of us giving 100% effort in all we do. I want you to think of your commitment to excellence in three ways:

1. Be excellent to yourself. Make yourself great so you can lead Sailors and Marines with competence and courage.


2. Be excellent to each other. Make your teammates great. Treat them with dignity and respect.

Be a good listener. Donate your time. Lend a hand. Serve others. Teach others. Be a study partner. Help get others ready for the PRT. Be a leader. Be a mentor. Know your buddy’s limit. Be a designated driver. Be an active bystander. If things are going south, step in, intervene, and make a difference. Never leave your wingman. Give your shipmates 100%...they deserve nothing less.

3. Be excellent to this place. Make your Academy great. Your school is a national landmark! Respect and honor its legacy.

Clean up after yourself. Keep the Yard and Bancroft Hall immaculate. Don’t walk past that which is wrong; fix it. Wear your uniform correctly and with pride. Speak well of your school and your shipmates. Give the Naval Academy 100%...it deserves nothing less.

MY GOAL is also quite simple: To prepare leaders that not only DO THE RIGHT THING themselves, but also lead and inspire others to do the right thing.

With everything you say and everything you do, you leave an impression on someone. Make it a positive one. By speaking and acting courageously, honorably, and ethically, you will set the right example for your subordinates, your peers, and your seniors.

No one is perfect and neither is the Navy, the Marine Corps, or the Naval Academy. Despite that, we should always strive to reach our greatest potential. In the words of NFL Hall of Fame Coach Vince Lombardi, “Perfection is not attainable, but if we chase perfection we can catch excellence.”

GIVE ME 100% EFFORT. DO THE RIGHT THING. CHASE PERFECTION. BE EXCELLENT!

W. D. BYRNE, JR.
Commander’s Intent

Squad Leaders are the most influential members of the Brigade and have enormous potential to help, to lead, and to affect the lives of Midshipmen. You serve as a mentor and a role model for every member of your squad, and your efforts will foster a relationship that can help prepare Midshipmen to lead as officers in our Navy and Marine Corps. As you prepare yourself and your squad members for the coming year, the coming semester, and their future military careers, consider three major questions:

*How do I engage every member of my squad?* Each person in the squad is vitally important to the overall health of the small unit, the company, and the Brigade. Engage your Plebes, Youngsters, Second Class, and classmates. Encourage each member to be involved in the lives of the squad, and foster a positive training environment that allows every member of the squad to grow in accordance with our mission. Ultimately, their interest level will reflect your interest level in each one of them. Train, mentor, and lead with passion.

*How do I assess my squad?* Objective assessment provides us the opportunity to learn and grow. As squad leaders, part of your job will be offering praise and criticism. Know your squad, both personally and professionally. Challenge your squad members individually to meet realistic goals, and build camaraderie within your ranks to create a cohesive team. Mentor those entrusted with your care, and set your squad up for success.

*How do I approach my squad with uncomfortable issues?* An institution comprised of people inevitably faces challenges and problems that are people-related. Depression, anxiety, eating disorders, sexual assault and alcoholism are not Naval Academy specific problems. However, we would be failing as leaders and as an institution if we were not identifying these situations and helping our people in every manner possible. If you cannot offer the proper aid or assistance, use the resources available to you to find someone who can. Take care of each other. Have a bias for action, and let's look out for one another.

Each of these things can be accomplished through your efforts and dedication. Below, in the section titled *The Role of a Squad Leader*, there are a variety of traits listed which will help you in caring for and developing the Midshipmen in your squad. It is necessary we build trust and respect with our people in order to know them and discover how we can best serve them. Your effectiveness directly relates to your willingness to lead.

After our four years by the Bay, we take away the relationships forged and lessons learned from our time in Annapolis into the Fleet. As a squad leader, you have the opportunity to positively impact the lives of others and leave a legacy of leadership that makes our Naval Academy special. The continued success of our Academy rests with each of you.

Christopher R. DiOrio
*Brigade Commander, Fall 2014*
The Role of a Squad Leader

Squad leaders are the backbone of the Brigade. The Midshipmen chain of command exists to serve the squad leaders as a whole and enable them to make the most of their training as small unit leaders. Consequently, it falls on you, the squad leader, to ensure the success of your squad morally, mentally, physically, and socially. While every individual in this role will develop a unique leadership style to meet the expectations of the position, there are certain practices that will help you achieve success. Here are just a few of the positive traits you can take on in order to best serve your subordinates:

**Know Your People**

One of your most important roles is getting to know your subordinates. You should discover what motivates them and be able to keep track of their progress. If you are able to identify their weaknesses you can focus your leadership towards helping them improve these areas and get them closer to attaining their goals. As a result, it is equally important to understand what their goals and interests are. The easiest way to get to know your squad is simply through interacting with them, keeping up with their schedules and the major events of their lives. By showing them that you care it will help in developing the bonds of trust between you and your squad.

**Show Them You Care**

Once you get to know what is going on in their lives, use that information to show your squad that you are there for them. Attend their sporting events, concerts or plays, or whatever extracurricular activity they’re involved in. Make a squad inning out of it if possible. Surprise your squad with sodas or candy at lunch, or leave an encouraging note on their desk before a big test. A few dollars spent here and there throughout the semester can go a long way in building trust and confidence with the members of your squad, and will also help raise their morale. If they are struggling in a certain area, help them get the resources needed to overcome the challenge. Run with them to train for the PRT, or help them find a tutor for a tough class. Time spent helping someone succeed will be time you don’t have to spend in remediation.

**Build Squad Unity**

In addition to developing the trust between leader and subordinate, you should also promote cohesion between the members of your squad. You should foster an environment where the squad members feel comfortable relying on each other for assistance and seeking out advice from other members of the squad. Formations and meals are the two most common times your squad will spend together, so use these times to build strong relationships between your subordinates. There are many more specific ways to achieve this goal, such as planning outings/innings or developing mentorship programs within your squad, and this is an area where you can exercise your creativity.
Lead By Example

As a squad leader you have a more direct impact on Midshipmen than any other member of the chain of command. This interaction allows you to promote embodiment of the mission of the Naval Academy within the Brigade. As the role model for your squad you will have a significant influence on their perception of this institution. The members of your squad, particularly the underclass, will emulate your behavior and draw from your opinions and years of experience. This responsibility requires that you hold yourself to a standard that you would have them maintain when they fill your role in coming years. All in all, be the kind of squad leader you would want to have; the kind you could look up to and would always have your back.

Cultivate Trust and Respect

More than any other position in the Brigade, the role of squad leader allows you to directly impact the culture of the Naval Academy. Through honest leadership and by treating your subordinates and peers with respect, you will develop a squad of Midshipmen who will do the same and will carry these traits into their own future leadership positions. Without a doubt, your conduct and the behaviors that you cultivate within your squad will resonate far beyond the current semester, and you must always act in such a way that you would be proud to see the same actions from your people. In the end, all of this boils down to the simple fact that if you treat your subordinates with a great deal of trust and respect, they will be likely to do the same within and outside your squad.

Strive for Excellence

There is a high chance that you will not always be pleased with the performance of the members of your squad. Do NOT take this as a sign that they are weak, dumb, incompetent, etc...and simply beyond your help. Whether or not your squad has success throughout the semester is highly contingent upon your leadership and your ability to solve problems before they become insurmountable obstacles. Identify the weak areas in your squad and strive to improve them far beyond what you first thought possible. As a squad leader, you have the chance to make a real, positive impact on a subordinate’s life; do not miss out on such a great opportunity.

Hopefully, we have all been lucky enough to have that one individual who really left a lasting impression on our lives. It may have been a squad leader, team captain, or upperclassman who gave us true perspective on the life we have chosen at USNA. This is the individual who was always happy to see you, was always there when you needed help, was always pushing you to be better. While you were in his or her squad, you knew that one day you would try to be just as great a leader. So this is your chance: are you ready to be the kind of squad leader your people will strive to be?
WEEKLY UPDATES

Having to keep up with what is going on in the lives of between 9 and 11 individuals in your squad is no easy task. Even the most proactive squad leader will have a difficult time staying on top of everything that is going on with every member of the squad. Some weeks are easier to keep up than others based on how busy your academic/sport schedule is. This form can be utilized by squad leaders to help stay informed in the lives of all squad members. Having a squad leader that actually knows and cares about what is going on in your life makes each member of the squad want to perform that much better. This form does not have to be used in its entirety, but could simply be used as a guideline. The most important aspect of it is the weekly goal setting. Having everyone set a goal each week helps members stay focused and motivated to achieve things they never thought possible. As squad leader, knowing everyone’s individual goals will help you to assist in their development as well as create overall squad goals.

See References for Weekly Update Form

INDIVIDUAL DEVELOPMENT PLAN

If you feel that a weekly update sheet is too tedious and impractical, use an individual development plan to help the members of your squad accomplish their goals. These sheets can be filled out in counseling with upper-class mentors in the squad, and utilize both long term and short term goal setting to aid in accomplishing tasks. Provide these sheets for your squad and encourage them to hang them up in a visible place so they don’t forget what they’re working for. By working toward more short term and achievable goals, your people will accomplish their big ones much more effectively.

See References for IDP Form
Advice from Squad Leaders

Each of the following Squad Leaders took a very different approach to working with their squad. However, each one was successful. Read each one, gather ideas, refer back to these as often as necessary. Leadership is not outfit to be taken off and put back on. Rather, it is a part of who we are as individuals. Be authentic.

Squad leader #1

Here is what I have done with my squad:

1. In our company we have a squad draft where we pick who we want in our squad (except the plebes who get randomly assigned). I purposefully chose a very diverse group intellectually, athletically, and motivationally. That way they all have something unique to offer our group.

2. I wrote down my ideas for squad outings, inning, and tables. I also wrote down what I expected from each class.

3. I counseled them each for about 45 min about their own background and also about what I wanted for the squad and what they wanted from the squad. I told each one of them about all my ideas and I tailored each meeting according to their class I talked about their individual role as a plebe/youngster/second class/ firstie. I tried to get each person to come up with a goal unique to their strengths and weaknesses. The counseling takes a long time but it probably made the most difference. The fact that I had already prepared lots of notes about what I wanted for the squad impressed many of them and told them that I cared and that I actually wanted to be their squad leader. In all I showed that I cared and that we were going to be a unit.

4. I assigned each person in my squad a mentor from the class above them and a mentee from the class below them. They each are aware of their mentee and mentor.

5. I gave each class a role within the squad. Plebes have plenty to do already so they don’t have a "job" per say except I encouraged them to keep a journal so they can remember how they felt as plebes when it comes time for them to lead. 3/C Midshipmen are to be professional big brother/sisters to their mentee, I encouraged them to analyze the 2nd classes' "leadership methods" as well as my own and start forming ideas of how they want to lead. When I can't be present at formation, I have one of the 3/C step in. They are often the forgotten ones so I try to engage them. 3/C also help me come up with details regarding innings and outings. The 2/C are in charge of enforcing the rules with the plebes (and if they falter then I step in), and they are in charge of coming up with themes at tables for the plebes (for example: Joke Friday). The 1/C are to lead by example and encouraged to show their individual personality and leadership strategies. This way the 4/C, 3/C, and 2/C can learn from our mistakes and successes and evaluate who they want to be. They are also to assist me, back me up, and keep me accountable.
6. **I asked every squad** member for squad inning and outing **ideas**. This is not just my squad, but their squad as well.

7. I try my best to **follow up** with them if they have something significant going on in their lives. Tryouts, struggles, etc.

8. I have a binder with all of their academic information and also a notebook that contains more particular squad stuff. **A squad is both a professional unit and a personal unit** and it is important to keep track of both parts.

9. **I try to** recognize, **reward and encourage hard work**. I give out Positive Form 1s (which go in their record) to those who do great things.

Here are some of my ideas (I include our Platoon Commander in most these activities):

**Innings**

- Soccer World Cup Game or a Volleyball Game
- Pizza and movie night
- Milk Shake and Movie Night: make it a competition of who can make the best milkshake with only king hall ingredients
- Rock Climbing, Pizza, and Music in Halsey: This challenges the entire unit and incorporates elements of trust and competition
- Summer training presentations: Each 3/C, 2/C, and 1/C present their favorite summer training. This exposes everyone to different training opportunities and allows us to share one another’s experiences. If you have an Exchange Student, ask them to share about his or her Academy.

**Outings**

- Camping in Shenandoah: Created an in depth PPT for a planned trip to camp in Shenandoah for 2 nights and hike a 12-15 mile section of the Appalachian Trail. Present this to CC/CO/SEL for approval.
- Movies and dinner at the mall
- Ice Skating at Quiet Waters Park
- Sandy Point State Park cookout, volleyball, and kite flying
- Laser Tag
- Renaissance Festival
- Bowling
- DC Monument run

**Other Ideas**
• I invited Brigade Staff to our table. They explained their role to the squad what influence they have over the Brigade. Often we recognize these positions, but no one really knows what they do.
• Take squad pictures at every event we do. Promotes Unity.
• Celebrate Birthdays
• Mentors: As I said before each person is a mentor and a mentee.
• Have members of the squad bring a guest one day each week. Whether it’s another Mid, a professor, or a civilian, it will facilitate conversation and allow the squad to learn and grow together.
• Set up a fantasy football, baseball, or march madness competition in the squad for some friendly competition.

Squad Leader #2

1. As a Squad Leader, you've got to be trustworthy up and down the chain of command. Being trusted by your platoon commander means getting their tasks done as soon as you can. Why? Because that's what will make your people look good, not because you're an anal retentive squad leader. Being trusted by your squad is a little different, but most of it stems from being personable and real, not just another authority figure to call "sir". In fact, I tell my squad not to.

2. As a Squad Leader, you have to think outside the box. Ask yourself what the best way to solve the problem is, and then do that. The way it's usually done probably sucks and I firmly believe between twelve of the finest minds America has to offer, you can come up with way better than C+ results.

3. It's crucial that as a leader, you never limit creativity or ambition. Whether it is squad counseling, a squad outing, or a Navy football bet, your team wants to contribute, and they want to succeed. Too many people fear their subordinates will fail, and that fear manifests itself when the squad leader sets limits on what the team can and cannot do. I try to avoid these at all costs, and encourage free-thinking in everything we do.

4. Care about people as a Squad Leader. Often said, not often meant. Caring is more than asking "Do you have siblings?" and writing that down on a counseling sheet. It's about spending an evening laughing about the crazy Christmas misadventure your plebe had with his friends- or taking an hour to listen to your 2/C's favorite band on the speakers they just bought for their room.

5. The forms, sheets, and paperwork all encourage mediocrity. From the top of the Brigade to the very bottom, everyone here has something incredibly unquantifiable about them. And everyone here needs to look for those things, not the run-of-the-mill skills and goals that are a dime a dozen here. Your fitness goal is to max the PRT? You want better grades this semester? Congratulations, you're a clone of everyone else here, and your
counseling sheet will reflect it. But maybe we just say those things because we know
that's what people want to hear. Maybe if encouraged by an excellent squad leader, the
truth might just come out. Maybe the really important goals are to scrounge a couple
bucks together to buy new rims, or maybe someone in your squad has always, always
wanted to watch all three Lord of the Rings movies in one sitting. Maybe one of your
youngsters knows every trivia fact there is to know about the making of 'The Hangover'-
or maybe he's desperately trying to help his little brother afford college, and he's not here
to be a patriot but to make money for the family. Every single one of those is a very real,
very human, and very acceptable part of someone's life, but USNA leadership, with its
counseling sheets, MIDS records, and CQPR's, will never care about you as a very real
person, and will never see past those things. As a Squad Leader, I do.

Squad Leader #3:

1. **Create a squad vision.** What are your expectations for each class within the squad?
Come up with a few and explain them to each respective class. What is the end state you
have in mind for the squad – at the end of the semester, what do you want to have
accomplished as a squad?

2. **Assign specific activities to each meal/have “theme days.”** A regular schedule of what
will be done at meals (of which the squad approves) will increase the efficiency of the
squad as a unit. Should the morning meal rolling trays continue, your squad will only
meet 7 times a week for a meal; how do you want to maximize that time with your
squad? Ideas for days include:
   - Mondays = 2/C discussion
   - Tuesdays = youngster discussion (relaxation element)
   - Wednesdays = plebe presentation on an admirable leader
   - Thursdays = “Theme Thursdays” a.k.a. the squad agrees on a theme and “dresses
     up” to fit the theme, discuss key figures from that time period.
   - Fridays = fun facts, bizarre trivia, etc. (steers away from potential trouble with
     Joke Fridays)

3. **Introduce table manners/etiquette.** You never know when you’ll host a distinguished
guest at a noon meal. Also, as officers-in-training, we know that it is better to establish
and practice these good habits now than forget them in front of a high-ranking officer.

4. **Plan squad innings and outings early in the semester.**
   - Innings are instrumental in promoting unity and cohesion and developing
     camaraderie between squad members. A minimum of 3 innings per semester is a
decent number to shoot for.
- Plan these early before your squad members fill up their weekends for the rest of the semester.

5. **Positive Form-1s.** Not everyone gets a Blue and Gold nomination. So it helps to know what your people are up to and reward their hard work in any way possible. Clearly it must be done sparingly and with your discretion since not everything merits a Positive Form 1, but one here or there doesn’t hurt and reassures your squad that their efforts have not gone unnoticed.

*See References for Positive Form-1 example. Positive Form-1 format will be distributed electronically.*
Fostering a Culture of Honor

From the Brigade Honor Advisor

In being a squad leader, you will be the most important leadership figure for the majority of your subordinates. Serving in this role, you have the capacity to effect meaningful change and sincerely benefit the lives of your squad members.

It is truly on the squad level where midshipmen are most impressionable and can learn the most valuable lessons about being a person of integrity. On the Honor Staff, we unfortunately have to spend a good deal of our time responding to violations of the Honor Concept. The plain truth is that the overwhelming majority of offenses are preventable and occur when a Midshipman is desperate. By staying active in the lives of your midshipmen, identifying places where they may be struggling academically or physically, you will be able to help them before they find themselves in a position where they may compromise their honor.

In my billet, I hope to think of creative solutions to address big picture issues concerning honor in the Brigade. I have almost no control over how the average Midshipman develops himself or herself morally. Instead, the squad is the crucial unit where this development takes place. As the squad leader, your leadership, demeanor, and actions, intentional or not, will create a command climate within your squad. Remind yourself of the fact that your squad members will undoubtedly look to you for acceptable behavior. It is your voice that facilitates discussion and conversation in your squad. By setting the example that honor and integrity are invaluable to us as members of the military, you can actively participate in the moral development of your followers.

We take great pride in the fact that the Honor Concept was created by midshipmen and is owned by midshipmen. However, without support at the squad level, discussions of honor can fall victim to cynicism. By engaging your squad and creating a culture where honor is respected for the vital importance it plays in our lives in the military, you will be serving your squad and actively working to make this institution a better place.

John S. McAuliffe
MIDN USN
Brigade Honor Advisor
Resources to Address Challenges within the Squad

Steps on how to help members of your squad if they fall into trouble or unexpected problems arise

1. **Academic Failure**
   - Encourage them to seek EI from their professor
   - Tutor them yourself or refer them to company tutors
   - Help them make a schedule with their assignments, and monitor their progress
   - Schedule an evening help session at tutortrac.com
   - Refer Midshipmen to the Center for Academic Excellence in the Levy Center
     http://intranet.usna.edu/AcCenter/
   - MGSP
     - http://intranet.usna.edu/AcCenter/docs/Fall%20%20%20%20MGSP%20%20Schedule
   - Math Help
   - Essay writing help
     - http://intranet.usna.edu/EnglishDept/Writing_Center_Intranet/wcenter.htm

2. **PRT Failure**
   - Design a workout and/or nutritional plan for them. If this isn’t your area of expertise, find someone in your squad or company to assist you.
   - Become their “Personal Trainer”
     - Workout with them in the mornings or during sports period
   - Conduct “practice PRT’s” as a squad

3. **Conduct Trouble**
   - Counseling once a week if a member in the squad commits a conduct offense
   - Make sure to ask members of your squad what they are doing with their free time during weekends
   - Ensure that they know who their liberty buddy will be, and talk to them about the risks of their planned activities and possible solutions

4. **4/C Professional Development Trouble**
   - Counsel Plebes on how to better manage their time to maximize study time
   - Create a schedule with them and review it daily or weekly
   - Work with their Training Staff to come up with a creative solution

5. **SAPR Issue** – see the SAPR checklist in References
   - Listen. Be there for them.
   - Refer to the SAPR site: http://intranet.usna.edu/SAPRO/
o “How to Help a Victim” - http://intranet.usna.edu/SAPRO/victim.php

- Counseling as needed
- Refer them to a chaplain or the SAPR company guide

6. Mental, Emotional, & Physical Health

- Counsel your squad members individually on a regular basis, and get to know them.
  Create an open command climate that fosters communication. Get involved with your squad members in all aspects of their lives.
- Encourage your squad members to communicate with friends and family on a regular basis.
- If unsure how to proceed with an issue discuss the issue with your chain of command.
- Encourage individuals with more serious issues to discuss them with the Battalion Chaplain
- Discuss healthy living habits with your squad.
  http://intranet.usna.edu/NavyMedical/exercise.htm
- Discuss how important sleep and rest are to the squad member’s performance.
  http://intranet.usna.edu/NavyMedical/sleep.htm
How to Plan a Squad Inning

First: Plan, Reserve, and Deconflict

Plan your Squad Inning.

Make sure that your venue (Company Wardroom etc.) is available for your inning date.

Check with the Master Calendar to ensure nothing mandatory is occurring during your squad inning.

Second: Create an Excusal

Go to MIDS ➔ Logistics ➔ Excusals-Initiate/Review

Fill in the drop down menus as the picture below shows.

Leave the EX Code blank (you will be provided an Excusal Code once you finish the submission).

Fill in your Company, Platoon, and Squad.

Fill in your desired Squad Inning Date.

Excusals - Initiate/Review

After the Excusals has been accepted by the Logistics Officer, the Excusals must be viewed using Excusals - Query. The Excusals will no longer be available for update on this page.

Click Insert New Record.

Fill in the next form as shown below.

Fill in all the missing sections with your squad’s inning plans. Be complete but succinct.

*Your O-Rep and POC can be your SEL or Company Officer.*
If you require Food Service support, go to the Midshipmen Food Services Division intranet site or email Kigbell@usna.edu. Do not request food service support until the Excusal Order has been approved by Operations.

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<td>Will Midshipmen miss study hour?:</td>
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Click Insert.

You have now created an Excusal. Note your assigned excusal number at the top of the MIDS screen.

You will get an automated email once your excusal is approved.

Scroll down add your squad members to your excusal by selecting one of these methods.

Click Insert. You are done with the Excusal!
**Third: Write a Special Request Chit (and ORM) (Necessary for an outing, not an inning)**

Write a Special Request Chit and route it through your Chain of Command. Include an ORM chit if your activity requires one.

Include in your chit the Excusal # and the fact that you will email King Hall to cancel your meal table once your Excusal is approved by the Logistics Officer.

**Fourth: Notify King Hall**

Notify your Platoon Commander and if necessary, send King Hall an email with at least the following information:

- Date that table should be cancelled
- Meal that should be cancelled
- Excusal #
- Table Number
Squad Activities

1. The Importance of Squad Activities
   As the semester progresses, the squad members will become overwhelmed with commitments outside of the company. This can lead to the gradual drifting apart of squad members. The squad leader is responsible for bringing the squad together regularly through squad activities designed to release stress and improve morale. Squad activities can cut the monotony of daily activity while building unit cohesiveness.

2. Squad Innings
   These ideas are perfect for weeknights or Friday nights when not everyone in the squad has liberty, or you want to plan an event that can take place entirely on the yard.
   a. **Concerts** – Take the squad to see a concert on the yard. This can be accomplished when the Distinguished Artist Series is running. Tickets can be purchased for discounted prices through the Ticket Office. Other ideas are to go to Glee Club or Gospel Choir concerts.
   b. **Dahlgren Night** – Organize a sports night in Dahlgren for your squad to watch a heated basketball game or football game. Or reserve the MAG and play pool and foosball. These are great ways to get out of company area while still remaining on the yard. Squad members may feel comfortable getting to know more about each other in this setting.
   c. **Picnic/Barbecue at Hospital Point** – Throwing a picnic or BBQ at Hospital Point may be an event more suited to an entire platoon. Get your squad or platoon excused from Sunday EMF and have everyone meet instead at Hospital Point for a delicious fall or spring picnic/BBQ. Hospital Point has grills and a large buffet table as well as a covered area with tables in case of bad weather. Bring out a Frisbee and play games at the same time.
   d. **Squad vs. Squad Sports Events** – Get a little friendly competition going with another squad and organize a squad vs. squad sports event from 1900-2000 on a weeknight. Invite other squads in the company to cheer on their friends and offer a prize to your squad if they win.
   e. **USNA Musical or Masqueraders Events** – Organize a squad inning to see a USNA musical or masqueraders production together. This is a particularly great idea if one of your squad members or company mates is involved in the production.
   f. **USNA Sporting Events** – Go as a squad to a USNA sporting event either on the yard or at USMC stadium. This is also a great idea if one of your squad members is an athlete.
   g. **Wardroom Movie Night** – Order pizzas, get your squad excused from EMF, and watch a movie in the wardroom. This squad inning can deteriorate if people pop in for pizza and leave to do homework. Encourage the squad to stay together and maybe organize the movie night for a Friday night so that people are less likely to leave to do work.
3. **Squad Outings**

These are a few suggestions close to the Academy:

**Annapolis, Baltimore, and other Maryland Locations**
The Baltimore Museum of Art  
Bowie Baysox Baseball Game  
Bowling – Annapolis and Bowie, MD  
Crown Cinema Annapolis Mall  
Fell’s Point  
Inner Harbor, Baltimore  
Maryland Science Center  
Medieval Times  
Minigolf – Annapolis and Bowie, MD  
National Aquarium, Baltimore  
Orioles Game  
The Power Plant  
Ride the Ducks of Baltimore  
Six Flags America  
The Walters Art Museum

**Washington, DC Area**
International Spy Museum  
National Air and Space Museum  
National Mall  
Smithsonian Institute  
Washington Capitals  
Washington Nationals  
The White House

**Virginia**
Busch Gardens  
Colonial Williamsburg, VA  
Kings Dominion

**Pennsylvania**
Blue Knob Ski Packages  
Flying Leap  
Liberty/Roundtop/Whitetail/Wyndham Skiing  
Gettysburg
4. Contact Information

The Baltimore Museum of Art
10 Art Museum Drive
Baltimore, MD 21218 (443) 573-1700
http://www.artbma.org/index.html

The Baltimore Museum of Art is home to an internationally renowned collection of 19th-century, modern, and contemporary art. Founded in 1914 with a single painting, the BMA today has 90,000 works of art—including the largest holding of works by Henri Matisse in the world. Throughout the Museum, visitors will find an outstanding selection of European and American fine and decorative arts, 15th- through 19th-century prints and drawings, contemporary art by established and emerging contemporary artists, and objects from Africa, Asia, the Ancient Americas, and Pacific Islands. Two beautifully landscaped gardens display an array of 20th-century sculpture that is an oasis in the city.

Blue Knob Ski Packages
1424 Overland Pass
Claysburg, PA 16625
(814) 239-5111
http://www.blueknob.com/

Blue Knob is home to Pennsylvania’s highest skiable mountain. MWF offers reduced prices.

Bowie Baysox Baseball Game
Prince George Stadium
Routes 50 and 301
Bowie, MD
Naval Station offers free or reduced price tickets.

Bowling – Annapolis and Bowie, MD
Check MWF for reduced prices.

Busch Gardens
1 Busch Gardens Boulevard
Williamsburg, VA 23185 (800) 772-8886
http://seaworldparks.com/en/buschgardens-williamsburg

Open daily June-August, weekends March-May, and weekends September-October. Check MWF for reduced ticket prices. Also consider military appreciation days for even cheaper day passes.
Colonial Williamsburg, VA
Take a trip to colonial Williamsburg to explore museums, historical buildings, and outdoor shows all run by colonial re-enactors. MWF and Naval Station offer reduced price day passes.

Crown Cinema Annapolis Mall
Take your squad to see a movie premier and get reduced ticket prices from MWF ($5).

Fell’s Point
South of Eastern Ave on Broadway
Baltimore, MD
410-675-6756
Visit this national historic district and explore shops, galleries, pubs, and restaurants. Take the squad out to dinner after exploring.

Flying Leap Ropes Course
925 Roundtop Road
Lewisberry, PA 17339
717 432 9631 ext. 3764

This ropes course is open year round through the Round Top Ski Resort. Includes a ropes challenge course, picnic facilities, and Revolution Paintball as well as skiing, snowboarding and tubing. Check MWF for reduced prices.

Gettysburg Battlefield and Campground
Gettysburg/Battlefield KOA
20 Knox Rd.
Gettysburg, PA 17325
717-642-5713

Rent tents and sleeping bags from MWR (which a lot of MIDS don't know about) at the Naval Station for $10 and $3 apiece. The campsite was $35 for one plot.

International Spy Museum
800 F Street Northwest
Washington, DC 20004
(202) 393-7798
http://www.spymuseum.org/

The International Spy Museum opened in Washington, DC on July 19, 2002. It is the only public museum in the United States solely dedicated to espionage and the only one in the world to provide a global perspective on an all-but-invisible profession that has shaped history and continues to have a significant impact on world events. The Museum features the largest collection of international espionage artifacts ever placed on public display. Many of these objects are being seen by the public for the first time. These artifacts illuminate the work of famous spies and pivotal espionage actions as
well as help bring to life the strategies and techniques of the men and women behind some of the most secretive espionage missions in world history. The mission of the International Spy Museum is to educate the public about espionage in an engaging way and to provide a context that fosters understanding of its important role in and impact on current and historic events. The Museum focuses on human intelligence and reveals the role spies have played in world events throughout history. It is committed to the apolitical presentation of the history of espionage in order to provide visitors with nonbiased, accurate information. Ask for special military rates.

Kings Dominion
16000 Theme Park Way
Doswell, Virginia 23047 (804)
876-3006
http://www.kingsdominion.com/

Virginia’s premier theme park.

Liberty/Roundtop/Whitetail/Wyndham Skiing
Beat the dark ages by taking the squad on a weekend outing to a nearby ski resort. Reduced prices are available through MWF.

Maryland Science Center
601 Light Street
Baltimore, MD 21230 (410) 685-5225
http://www.marylandsciencecenter.org/

Dinosaurs, Planet Earth, the Human Body, Outer Space, Chesapeake Bay life...these are only a few of the exhibits available through the Science Center. Take the squad to explore the please touch environment and then check out an IMAX movie.

Medieval Times
7000 Arundel Mills Circle
Hanover, MD 21076 (888) 935-6878
http://www.medievaltimes.com/

Take the squad to Medieval Times for a banquet and tournament they will remember. MWF offers reduced price tickets.
Minigolf – Annapolis and Bowie, MD
Head to MWF for reduced price tickets.

National Air and Space Museum
595 Independence Avenue Southwest
Washington, DC 20560
(202) 633-1000
http://www.nasm.si.edu/

*Visit the Wright Brothers’ 1903 Flyer, Lindbergh’s Spirit of St. Louis, Apollo 11 Lunar Command Module, and other national treasures.*

National Aquarium, Baltimore
501 E Pratt St
Baltimore, MD 21202
(410) 576-3800
http://www.aqua.org/

*Conveniently located in the world famous Inner Harbor, the National Aquarium is home to thousands of aquatic creatures. Explore the Aquarium and then go for dinner on the Inner Harbor. Tickets are $10 for Mids through MWF.*

National Mall
900 Ohio SW
Washington, DC 20024 (202) 245-4660
http://www.nps.gov/nacc/planyourvisit/index.htm

*The National Mall encompasses the Washington Monument, the Lincoln Memorial, and the WWII Memorial as well as many others. Plan an outing on a beautiful day to explore this area before heading to dinner.*

The Power Plant
34 Market Place
Baltimore, MD 21202 (410)
752-5444
http://www.powerplantlive.com/

*The Power Plant refers to the complex in Baltimore’s Inner Harbor that includes a Hard Rock Café, ESPN Zone, Gold’s Gym, Ruth’s Chris, Baltimore Comedy Factory, and a Barnes and Noble.*
Ride the Ducks of Baltimore
301 Light Street, 1st Floor
Baltimore, MD
410 727-DUCK

Discover Baltimore by duck! Explore the city by land and sea aboard a WWII amphibious duck. Venture through historic neighborhoods and plunge into the Inner Harbor for a tour by water.

Six Flags America
13710 Central Ave,
Upper Marlboro, MD 20774
(210) 697-5461
www.sixflags.com/america/
Reduced prices available through MWF.

Smithsonian Institute
1000 Jefferson Drive SW
Washington, DC
(202) 633-1000
http://www.si.edu/

Visit one of 19 museums and the National Zoo right in the DC area.

The Walters Art Museum
600 North Charles Street
Baltimore, MD 21201
(410) 547-9000
http://thewalters.org/

The Walters Art Museum in Baltimore, Maryland is internationally renowned for its collection of art. The collection presents an overview of world art from pre-dynastic Egypt to 20th-century Europe, and counts among its many treasures Greek sculpture and Roman sarcophagi; medieval ivories and Old Master paintings; Art Nouveau jewelry and 19th-century European and American masterpieces. General admission is FREE!

Washington Capitals
MCI Center
610 F Street
Washington, DC
202 628 3200
www.washingtoncaps.com
Check out the website for the season schedule of Washington, DC’s hockey team.
Washington Nationals
RFK Stadium
Landover, MD
www.washington.nationals.mlb.com
Check out the website for the season schedule of Washington, DC’s baseball team.

The White House
1600 Pennsylvania Avenue,
Washington, DC
www.whitehouse.gov
Public tours run Tuesday through Saturday starting at 10AM. Admission is FREE!
How to Create a Movement Order (MO)

**Logistics**

Warning: For security purposes, please exit the browser when PC is unattended.

- Character Development Seminars - Register
- Excursions - Add Groups of Midshipmen
- Excursions - Add Individual Midshipmen
- Excursions - Add Midshipmen by File Input
- Excursions - Initiate Review
- Excursions - Query
- Excursions - Query Midshipmen
- Movement Orders - Add Groups of Midshipmen
- Movement Orders - Add Individual Midshipmen
- Movement Orders - Add Midshipmen by File Input
- Movement Orders - Initiate Review
- Movement Orders - Query
- Transportation Requests - Initiate Review

**Movement Orders - Initiate/Review**

After the Movement Order has been Accepted by the Logistics Officer, the Movement Order must be viewed using Movement Ord longer be available for update on this page.

<table>
<thead>
<tr>
<th>MO Code:</th>
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<tbody>
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<table>
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<tr>
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<th>Status:</th>
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<table>
<thead>
<tr>
<th>Organization:</th>
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<table>
<thead>
<tr>
<th>Proceed Date:</th>
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<tbody>
<tr>
<td>01-JAN-2012 to 31-DEC-2012</td>
</tr>
</tbody>
</table>

Find  | Clear  | Insert New Record
Here's what your MO should look like after you're all done:

P.S.- Don't put your Company Officer as the POC if he/she's not going on the MO. Put yourself as the POC instead.
M1201708

Classification: SQUAD/COMPANY/BATTALION
Priority: STANDARD, NOT AUTHORIZED TO MISS MANDATORY EVENTS
Status: APPROVED BY OPERATIONS OFFICER
Organization: 12TH COMPANY, SQUAD 2-1 (1/C TIDD - SL)
Total Mids: 13
Proceed: 08-SEP-2012 1200
Master Time: 1200
Master Place: 7TH WING LOADING DOCK
Return: 09-SEP-2012 1200
Reason: I respectfully request permission to take my squad on an outing to Gettysburg, PA, to tour the battlefield and camp overnight.
OffP: LT Ryan Kelly / 410-293-7312 / EMAIL GREP
POC: LT Ryan Kelly / 410-293-7312 / EMAIL POC
POC (If not on Yard):
Dest: GETTYSBURG
City:
State:
Country:
Itinerary: MUSTER 08-SEP-12 1200 AT 7TH WING LOADING DOCK. 1/C SQUAD MEMBERS WILL PROVIDE FPO TRANSPORTATION FOR THE SQUAD / WE PLAN TO ARRIVE IN GETTYSBURG TWO HOURS LATER (81 MILES FROM USNA). TOUR THE BATTLEFIELD AND MUSEUMS, AND HAVE DOES HAVE RUNNING-WATER FACILITIES. I CALLIZED MWR FOR TENT RENTALS, AND 1/C PLANETA HAS STAYED AT THE CAMPSITE / WE LEAVE THE CAMPSITE, EAT BREAKFAST, AND RETURN BY NOON TO ALLOW ADEQUATE TIME FOR HOMEWORK AND WORK. WE WEAR APPROPRIATE CIVILIAN ATTIRE. 1/C WILL PAY FOR RENTALS AND TRIP EXPENSES. NO ALCOHOL WILL BE CONSUMED ON THE M

Emerg Phone:
Created By: M136826
Creation: 28-AUG-2012
Date:}

-29
Midshipmen with Approval

<table>
<thead>
<tr>
<th>Alpha</th>
<th>Last Name</th>
<th>First Name</th>
<th>Company</th>
<th>Academic Dean Approval</th>
<th>Company Officer Approval</th>
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<tr>
<td>139354</td>
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<td>SAMANTHA</td>
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Records 1 to 13 of 13

Midshipmen without Approval

If the Movement Order is in support of NCAA Varsity Athletics then a "PENDING" status for a midshipman is "tacit" approval from Movement Order.

If the Movement Order is for something other than an NCAA Varsity sport then a "PENDING" status for a Midshipman is considered command and the Midshipman is not allowed to depart on the Movement Order.

No Records returned

Transportation Requests
REFERENCES
Weekly Update Sheet

Name:
Date:
Platoon/Squad:

ACADEMICS

<table>
<thead>
<tr>
<th>Grades Received in the past week</th>
<th>Class</th>
<th>Test, Paper, Quiz, Topic?</th>
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</table>

ATHLETICS

Did you have any competitions this week? What was the result/how did you play?

PERSONAL

Upcoming events this week (tests, sporting events, appointments, etc.):

Weekly Goal and course of action to achieve this goal:

Questions/Comments/Feedback:
## Individual Development Plan

**Name:** 4/C J.L. Currie  
**Supervisor:** 1/C Theodore Roosevelt  
**Planning Period:** AUG – DEC 13

<table>
<thead>
<tr>
<th>Development Goals</th>
<th>Action Plans – Developmental Activities &amp; Resources (what, who &amp; how)</th>
<th>Time Line (Target Dates)</th>
<th>Criteria for Success (What will successful outcomes be?)</th>
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<tbody>
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<tr>
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<td>□ NEGATIVE ✔ POSITIVE</td>
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<tr>
<td>Name:</td>
<td>MIDN 1/C Robert Andon</td>
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<tr>
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<td>Ac Year (Ending):</td>
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<tr>
<td>Reason:</td>
<td>[i.e. APPEARANCE, BEHAVIOR, MOTIVATION, COMPETENCE, BEARING, PROFESSIONALISM, PHYSICAL ABILITY, MORAL DECISION, COMMITMENT]</td>
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<tr>
<td>Description/Counseling Comments:</td>
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<tr>
<td>Counselor:</td>
<td>NAME: J.L. Currie</td>
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<td>RANK: MIDN 1/C</td>
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<td>EMI Awarded (if appl.):</td>
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<tr>
<td>Reviewed by Chain of Command (initial/date):</td>
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<td>Validated:</td>
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<tr>
<td>(by Company Officer or Senior Enlisted Leader):</td>
<td>Signature/Date: _______</td>
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</table>
Responding to a disclosure of sexual assault:

1. Is someone in immediate danger? If so, call 911. Safety is paramount in this situation. Are they feeling unsafe in Bancroft or have any unwanted contact with their assailant in other areas on or off the Yard? Is there something you can do immediately? Separate survivor and suspected offender, if applicable.

2. Does the person need medical attention? If yes, take the person to the nearest hospital
   a. Forensic Evidence Collection Exam – If the assault has occurred within 96 hours of disclosure, the survivor has the opportunity to choose to have a forensic evidence collection exam for a possible future investigation.
   b. Medical Exam – A survivor can receive medical attention regardless of the amount of time since the sexual assault.

3. Call, or assist the survivor in calling, a SARC or a Victim Advocate.
   a. SARCs - You can call either # and reach a SARC 24 hours a day 7 days a week.
      i. (443) 336-5359
      ii. (410) 320-4909
   b. Victim Advocates - You can call either # and reach a Victim Advocate 24 hours a day 7 days a week.
      i. (443) 336-2637

4. DO NOT inform anyone else of the incident, beyond cooperating with the investigative or legal process. In order to ensure the restricted report option and the privacy of this person, do not speak to anyone else in your department or chain of command about the incident.

5. LISTEN and support the survivor. Tend to his/her immediate needs; stay with him/her until a SARC or Victim Advocate, medical, etc. arrives; listen without judgment.

6. Treat suspected offender as innocent until proven guilty and protect survivor’s legal rights.

7. For further information and resources you can access these websites:
   a. http://intranet.usna.edu/SAPRO/ (if on the USNA Yard)
   c. https://www.safehelpline.org/