Squad Leader Handbook

2021-2022

Squad Leaders: The Backbone of the Brigade
# Table of Contents

Commandant’s Intent ........................................................................................................... 2  
Brigade Commander’s Intent Fall 2021 .............................................................................. 3 
A Word from the Brigade Honor Advisor ........................................................................... 4 
Training Officer Input ........................................................................................................ 5 
The Role of a Squad Leader ................................................................................................ 6 
Advice from Squad Leaders ............................................................................................... 8 
Resources to Address Challenges Within the Squad ....................................................... 11 
How to Plan a Squad Event ................................................................................................. 13  
Squad Activities ................................................................................................................ 16  
References .......................................................................................................................... 21  
Weekly Update Sheet ......................................................................................................... 22  
Individual Development Plan ............................................................................................ 23  
Midshipman Counseling Form (Form 1) ......................................................................... 24  
Responding to a Disclosure of Sexual Assault ................................................................. 25  
Notes ................................................................................................................................... 26  
COVID-19 Addendum ......................................................................................................... 269
COMMANDANT’S INTENT

My intent supports the Superintendent’s Strategic Plan 2030 and the Chief of Naval Operations Guidance to the Force in which he states, “We must be ready to fight today...not tomorrow...not in some distant future...but today. That all starts with good order and discipline at every level of the chain of command.”

Background
All around the globe, Marines and Sailors are in daily competition with our nation’s foes. The Navy and Marine Corps team stands ready to fight our nation’s battles as the main effort in this Great Power Competition.

The mission of the Naval Academy is as relevant today as ever, such as during World War II or following the attacks of 9/11. Every member of my staff shall weigh their actions against the Academy’s mission and this intent.

In order for the Naval Academy to be the premier leadership and educational institution for developing naval officers who will preserve peace and prevail in conflict, we will live by these core principles: **Character, Professionalism, and a Warrior Spirit.**

**Character above all else**
- You must be a good person to be a good midshipman and leader.
- Character is the root of our Navy Core Values of Honor, Courage, and Commitment.
- We will exercise and develop our character and integrity every day like we do our minds and bodies.

**Professionals, 24/7/365**
- As midshipmen you shall strive for excellence in all three aspects of the mission - moral, mental, and physical, in order to lay the foundation for future success as an officer of the Naval Service.
- Professionals treat everyone with dignity and respect. We live by the Golden Rule, and mutual respect is a fundamental expectation. We tolerate nothing less.
- Discipline and accountability are hallmarks of a professional organization. Discipline will start with the individual and be fostered up and down the chain of command. Self-discipline is the best form of discipline.

**Warrior Spirit: The Fighting Spirit of the Brigade starts inside each Midshipman**
- Every Midshipman shall exercise and strengthen their individual warrior toughness - mindfulness, resilience and grit – to allow them to succeed in the stresses of combat upon graduation.
- Strong esprit de corps at the unit level is based on shared hardship and successes. Every squad, platoon and company shall foster that same spirit that began in Plebe Summer...every day.
- Spirit comes from competition at every level - from intramurals to varsity and club sports to innovation and creativity in the classroom. This same spirit propels a growth mindset that ultimately leads to the competitive advantage we need to win against our nation’s enemies.

Endstate
We will accomplish the Mission of the Academy by graduating selfless leaders of character who are prepared to lead Sailors and Marines from day one, and we will create a Brigade we can be proud of while building rewarding individual and collective experiences (i.e. have fun!).

**SEMPER FIDELIS AND BEAT ARMY!!!**

Col J. P. MCDONOUGH III, USMC
89th Commandant of Midshipmen
Brigade Commander’s Intent Fall 2021

Squad Leaders,

Whether you realize it or not, this semester and the future beyond rests in your hands alone. You are the leader of the smallest, most intimate unit in our Brigade...no one will be able to influence and impact the lives of others more than you. With a year filled with change and uncertainty, your squads will be looking towards you to not only lead them, but also protect them. In doing this, I ask that you embrace these themes throughout the semester:

Invent & Reinvent Yourself

*Be the best possible version of yourself. Today. Tomorrow. Forever.*

Instead of specific awards or achievements, this should be our ultimate goal. This daily effort of improving ourselves step by step, in all that we do, should leave us without any regrets or doubts when we commission in May. Our future Sailors and Marines deserve nothing less.

Human Decency

*If you’re not making someone else’s life better, then you’re wasting your time.*

Human decency is bigger than kindness and respect. It is treating *everyone as a person* despite our small differences. This isn’t an exclusive standard that only applies to Navy and Marine Corps Officers. It is a basic expectation that we show decency in all interactions with one another.

Courageous Optimism

*No one knows enough about life to be a pessimist.*

If nothing else, this past year has taught us that life at the Naval Academy can be difficult. Between the lost sleep, busy weekends, and countless military obligations, it’s easy to embrace cynicism and negativity. But all hope is not lost. We must believe in not only ourselves, but also our ability to change ourselves, each other, and the institution for the better.

Understand that it’s an honor and a privilege to serve as a squad leader; you are the rock in the lives of each of your squad members. Take on this responsibility with passion and dedication. You only have one chance to leave a positive impact on the lives of those around you. This is the time to have that impact.

“*Be the leader you wish you had.*” - Simon Sinek

Jackie R. Booker Jr.

Brigade Commander
A Word from the Brigade Honor Advisor

Squad leaders, you have been given an exceptional opportunity to inspire your Midshipmen to invest themselves in their officer candidacy development, and subsequently shape the future of our Naval Service. With that opportunity comes the loving responsibility to hold your people to the high standards of integrity indicative of our profession. However, we must remember that it is a balance of both truth and the innate love that comes with leadership that makes our mentorship effective. Emerson said that our “goodness [our love] must have some edge to it,-- else it is none” as it is through our accountability for our subordinates that we protect them. Yet we must not be so maliciously strict in our pursuit of the truth that we forget the humanity in the people we lead. Our Brigade’s Honor Concept has stayed relatively unchanged since its inception in 1953, and its longevity, and the program that surrounds it, can be attributed to maintaining this balance of truth and love.

The Honor Concept

Midshipmen are persons of integrity: WE STAND FOR THAT WHICH IS RIGHT. This, here, is the basic standard by which we live. It’s simple and straightforward, and applicable when no one is watching and when everyone is watching.

We tell the truth and ensure that the full truth is known. WE DO NOT LIE. Lying occurs when people want to hide, when they are under pressure, when they fear the person they are addressing and the consequences they may face. Knowing your people and having an open line of communication will be essential to building trust.

We embrace fairness in all actions. We ensure that work submitted as our own is our own, and that assistance received from any source is authorized and properly documented. WE DO NOT CHEAT. People should be proud of the work they do. Your work is a direct reflection of yourself. Hard work should be ever present in a midshipman’s character. “Classmate loyalty” should not be providing the easy way out in the name of “helping a classmate”.

We respect the property of others and ensure that others are able to benefit from the use of their own property. WE DO NOT STEAL. Foster an environment within which people are comfortable and can be held accountable. Honorable relationships are a good baseline for this.

Since 1953, the Honor Concept has been enforced by midshipmen. This program is in our hands and you, as squad leaders, are the closest leaders to all midshipmen. Hold them accountable to the highest standard of honor. Help them be better midshipmen who stand for that which is right.

Teresa Collins
Brigade Honor Advisor
Training Officer Input

Squad Leaders,

Congratulations on being selected to assume the frontline of leadership this semester. As a squad leader you are presented one of the most valuable opportunities one could ask for. This semester is unlike any other with the class shotgun and new Commandant. There are bound to be growing pains in efforts to achieve the new vision and endstate provided by the Commandant. In those moments, we as leaders make our money by taking advantage of the growing pains and stressors of the Naval Academy. These instances leave individuals in a malleable state where squad leaders are able to assist in forming what is to be their very foundation of leadership. This foundation developed during our time at the Naval Academy serves as the very backbone to the Commissioned Officers we create. What an opportunity to take part in. What an absolute privilege. But the point is far from our privileges or opportunities as leaders. It is not about us, but for those we stand in front of. As the person who interacts with your squad the most, you will be responsible for the professional development and wellbeing of each member of your squad – regardless of class. You should use this billet to help you grow into your leadership style and learn to balance your needs and values with those of others. As we make great strides this semester, I ask that you consider the following ideas as you stand in front of your squad every day.

Program Integrity: To achieve any sort of desired culture or progress within an institution, program integrity is an absolute necessity. We as leaders must make the utmost effort to support the direction and decisions made in order to make an impressionable year. Leading with preserving integrity at the forefront of our minds enables the institution to imbue its values amongst us as future leaders. Trust the process, the people, and all the while do so in an admirable manner. It’s time to set the tone.

Engagement: The littlest gestures go the distance required. It doesn’t take much, only sincerity in our efforts to engage with those around us. Engagement is the epitome of sincere leadership and from here is our center of gravity from which our interactions and intentions derive from. We can’t fake this one. We must challenge ourselves to find a reason to love each and every one of our teammates. And for those requiring a little extra attention from our time, we’ll love a little more. Engage and find value worth investing in each of our teammates.

Perseverance: Some days we’ll have to wake up and ask ourselves how great of an actor we can be. We as leaders cannot afford to display a bad day. This is a missed opportunity and with anything in life worth doing, it typically doesn’t get any easier. Embrace the current challenge and persevere relentlessly with your efforts to train and lead your team. It’s a marathon, not a sprint. We will use this year to become accustomed to thriving in a high tempo environment.

Lead with integrity through your engagements. Persevere and get out there to crush it!

Tristan Wallace
Brigade Training Officer
The Role of a Squad Leader

According to COMDTMIDNINST 1601.12D, the role of the squad leader is defined as follows:

a. Basic function. The Squad Leader is assigned by the Company Commander to exercise authority and control over a squad. The Squad Leader position will primarily be filled by First Class Midshipmen. Second Class Midshipmen may only be assigned as Squad Leaders when all other First Class Midshipmen in the company have been assigned a leadership role.

b. Specific duties and responsibilities

   (1) Responsible, under the Platoon Commander, for duties assigned to the squad, for the conduct, academics, and personal issues of subordinates, and for following the regulations and orders of the Company Commander and other superiors.

   (2) Keeps informed of the capabilities and needs of each subordinate.

   (3) Through frequent inspections, ensures squad members maintain high standards of uniform appearance and room cleanliness.

   (4) Supervises squad training, particularly in the area of Plebe indoctrination.

   (5) Knows and understands Waypoints goals for each member of the squad. Ensures all midshipmen are working towards these goals.

   (6) Reports to the Company Executive Officer, via the Platoon Commander, infractions of regulations, orders, and instructions that warrant disciplinary action.

   (7) Makes recommendations on special requests from subordinates.

   (8) Maintains a Squad Leader's Notebook, identifying and documenting the performance of each squad member. Uses the Notebook to guide him/her in performance of Squad Leader duties.

   (9) Drafts Company Officer Aptitude for Commission Evaluations on each squad member at the end of the semester.

   (10) Keeps the chain of command informed of any personal problems requiring special attention.

   (11) Ensures the proper conduct of the squad at all formations and in King Hall.

   (12) Maintains knowledge of the duty status of each midshipman in the squad.
So, what does a good squad leader do?

- **Know your people**
  - Discover what motivates them and what their strengths/weaknesses are
  - Figure out their goals for the semester, then facilitate success
  - Keep track of their progress on these goals on a regular basis – *see References for a sample Counseling Form and Individual Development Plan*
    - **Counseling Form** – does not have to be used in its entirety, but could simply be used as a guideline to help stay updated on squad members each week
    - **Individual Development Plan** – work to set goals with your squad members; 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
  - Monitor their Midshipmen Qualification Standard progress
  - Stay updated on what is going on in their lives

- **Show them you care**
  - Get to know what is going on in their lives
  - Attend their sporting events, concerts, or plays, etc.
  - Help them find the resources they need - *see Resources page*

- **Build squad unity**
  - Organize a squad inning or outing
  - Utilize time at formations and meals to build strong relationships
  - Lean on your fire team leaders and youngster mentors to communicate

- **Cultivate trust and respect**
  - Treat your subordinates and peers with respect
  - Realize that you can directly impact the culture of your squad
  - Give other members in the squad opportunities to lead squad table discussions, plan outings, etc.

- **Lead by example**
  - Be the kind of squad leader you would want to have
  - Maintain high standards yourself so that it is obvious to your squad members what is necessary to succeed
  - Uphold the moral, mental, and physical missions of the Naval Academy

- **Strive for excellence**
  - Recognize that you will not always be pleased with the performance of the members of your squad, so you must work with them to create a plan for success
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, and refer back to these as often as necessary. Leadership is not an 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

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, innings, and tables and expectations.

3. I counseled them each for about 45 minutes 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 were aware of their mentee and mentor.

5. I gave each class a role within the squad. Plebes had plenty to do already so they didn’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 were 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 couldn't be present at formation, I had one of the 3/C step in. They are often the forgotten ones so I tried to engage them. 3/C also helped me come up with details regarding innings and outings. The 2/C were in charge of enforcing the rules with the plebes (and if they faltered then I stepped in), and they were in charge of coming up with themes at tables for the plebes (for example: Joke Friday). The 1/C were to lead by example and were encouraged to show their individual personality and leadership strategies. In this way, the 4/C, 3/C, and 2/C could learn from our mistakes and successes and evaluate who they want to be. They were also to assist me, back me up, and keep me accountable.

6. I asked every squad member for squad inning and outing ideas. This was not just my squad, but their squad as well.

7. I tried my best to follow up with them if they had something significant going on in their lives. Tryouts, struggles, etc.
8. I had a binder with all of their academic information and also a notebook that contained 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 tried to recognize, reward, and encourage hard work. I gave out Positive Form 1s (which went in their record) to those who did great things.

Here are some of my ideas (I included our Platoon Commander in most of 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 and what influence they had 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. 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 or 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:

   - Monday = 2/C discussion
   - Tuesday = Youngster discussion (relaxation element)
   - Wednesday = Plebe presentation on an admirable leader
   - Thursday = “Theme Thursdays” a.k.a. the squad agrees on a theme and “dresses up” to fit the theme and discuss key figures from that time period.
   - Friday = Fun facts, bizarre trivia, etc.

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 example of Counseling Form.
Resources to Address Challenges Within the Squad

If you follow the guidance above, you should be able to use the following tools preemptively rather than in reaction to a squad member being UNSAT in any area. Know your people well enough that you can catch them before they become UNSAT in the first place. Here are some 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
   - Refer midshipmen to the Center for Academic Excellence in the Levy Center
     [http://intranet.usna.edu/AcCenter/](http://intranet.usna.edu/AcCenter/)
   - Utilize Midshipmen Group Study Program (MGSP)
   - Provide essay writing help from The Writing Center

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 PRTs” 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. **A/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 your Company Training Staff to come up with a creative solution

5. **SAPR Issue**
   - Listen. Be there for them.
   - Refer to the SAPR website: [http://intranet.usna.edu/SAPRO/](http://intranet.usna.edu/SAPRO/)
   - Counseling Resources at USNA
     - Midshipmen Development Center (MDC)
     - Naval Health Clinic
     - U.S. Naval Academy Fleet and Family Support Center
     - Civilian Employee Assistance Program
     - Chaplains
6. **Mental, Emotional, & Physical Health**

- Counsel your squad members individually and on a regular basis - get to know them on a personal level.
- 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 Event

First: Plan, Reserve, and Deconflict

- Plan your squad event. Ideas for squad activities are listed on Page 16 of this book.
- A MO must be submitted by the Officer Representative (your Company Officer/SEL) to the Logistics Officer at least 10 days prior to movement.
- If the MO is associated with either a transportation request or Blue over Khaki/Civilian attire, the MO must be submitted to the Logistics Officer at least 14 days prior to movement.
- Remember, movement orders are not liberty events. “Proper liberty attire” is not a uniform and requires an Action Memo to the Commandant in addition to the MO in MIDS for approval.
- Any Excusals during 1200-1300 requires an Action Memo to the Commandant for approval to miss Mandatory Noon Meal formation and Non Meal.
- If you are planning an event on the yard, make sure that your venue (Company Wardroom etc.) is available for your inning date
- Check with the Master Calendar to ensure your event does not conflict with any mandatory events. Avoid missing meals in King Hall

Second: Create an Excusal or a Movement Order (MO)

- Create an Excusal for a squad inning or an MO for an outing
- Go to MIDS → Logistics → Excusals-Initiate/Review (or, for an MO, click Movement Order-Initiate/Review. The process for creating an MO is the same as creating an Excusal; follow the steps below
- Fill in the drop down menus as the picture below shows:
  - Ex Code: Leave blank (you will be provided an Excusal Code/MO Code once you finish the submission)
  - Classification: Select SQUAD/COMPANY/BATTALION
  - Priority: Select the appropriate level based on what you are requesting
  - Status: Select “Obtaining Approvals”
  - Organization: Indicate either Company, Platoon, or Squad based on your request
  - Proceed Date: Fill in your desired Squad Inning Excusal/MO date
- Click Insert New Record
• Fill in the next form as shown below including your squad inning’s plans. Be complete but concise
  ○ Your O-Rep and POC can be your SEL or Company Officer

You have now created an Excusal/MO. Note your assigned Excusal/MO number is at the top of the MIDS screen.
- You will get an automated email once your Excusal/MO is approved
- You can scroll down to add squad members to your Excusal/MO by selecting one of these methods

### Third: Write a Special Request Chit, ORM, and Movement Order

- **For Innings only:** Write a Special Request Chit and route it through your Chain of Command. Include the Excusal number
- **For Outings only:** Include an ORM chit with the Special Request Chit. Include the MO number

### Fourth: Notify King Hall (if necessary)

**Plan squad innings/outings around mandatory meals.** You must have both Company Officer and Commandant Operations approval if missing mandatory meals or events. If your squad is approved to miss a mandatory meal, notify LT Andreoli (andreoli@usna.edu) and cc Ms. Trish Withrow (withrow@usna.edu) with the following information:

- Date that table should be cancelled
- Meal that should be cancelled
- Excusal/MO Number
- Table Number

**NOTE:** MFSD will not provide any funding for meals outside of King Hall that are under company size (USNAINST 1746). Additionally, make sure that your Excusal/MO is approved by Commandant Operations; otherwise, you will be expected to eat at your table in King Hall.
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.
   - **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.
   
   - **Dahlgren Night.** Organize a sports night in Dahlgren for your squad to watch a heated basketball game or football game. Or reserve the MAC 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.
   
   - **Picnic/Barbeque 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.
   
   - **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.
   
   - **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.
   
   - **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.
   
   - **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
- Inner Harbor, Baltimore
- Maryland Science Center Medieval Times
- National Aquarium, Baltimore
- Orioles Game
- The Walters Art Museum
- Camping at NSA

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

- **Virginia**
  - Colonial Williamsburg, VA
  - Arlington National Cemetery
  - The National Museum of the Marine Corps
    18900 Jefferson Davis Hwy, Triangle VA 22172
    (703)-432-1775

- **Pennsylvania**
  - Blue Knob Ski Packages
  - Liberty/Roundtop/Whitetail/Wyndham Skiing
  - Hershey Park
  - 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](http://www.artbma.org/index.html)

  - Founded in 1914, The Baltimore Museum of Art is a major cultural destination recognized for engaging diverse audiences through dynamic exhibitions and innovative educational and community outreach programs.
  - The BMA’s internationally renowned collection of 95,000 objects encompasses more than 1,000 works by Henri Matisse anchored by the famed Cone Collection of modern art, as well as one of the nation’s finest holdings of prints, drawings, and photographs. The galleries showcase an exceptional collection of art from Africa; important works by established and emerging contemporary artists; outstanding European and American paintings, sculpture, and decorative arts; ancient Antioch mosaics; and exquisite textiles from around the world.
  - The 210,000-square-foot museum is distinguished by a grand historic building designed in the 1920s by renowned American architect John Russell Pope and two beautifully landscaped gardens featuring an array of 20th-century sculpture.
• The BMA is located in Charles Village, three miles north of the Inner Harbor, and is adjacent to the main campus of Johns Hopkins University.
  o General admission to the BMA is free so that everyone can enjoy the power of art.

• **Blue Knob Ski Packages**
  1424 Overland Pass, Claysburg, PA 16625
  (814) 239-5111
  o Blue Knob is home to Pennsylvania’s highest skiable mountain. MWF offers reduced prices.

• **Bowie Baysox Baseball Game**
  Prince George Stadium, 4101 Crain Highway, Bowie, MD 20716
  (301) 464-4911
  o Naval Station MWR offers free or reduced price tickets.

• **Colonial Williamsburg, VA**
  Colonial Williamsburg Regional Visitor Center
  101-A Visitor Center Drive, Williamsburg, VA 23185
  (888) 965-7254
  o Take a trip to colonial Williamsburg to explore museums, historical buildings, and outdoor shows all run by colonial re-enactors. MWF and Naval Station MWR offer reduced price day passes.

• **Gettysburg Battlefield and Campground**
  Gettysburg/Battlefield KOA
  20 Knox Road, Gettysburg, PA 17325
  (717) 642-5713
  o Rent tents and sleeping bags from MWR (which many MIDS don’t know about) at the Naval Station.

• **International Spy Museum**
  800 F Street Northwest, Washington, DC 20004
  (202) 393-7798
  o The International Spy Museum, a museum exploring the craft, practice, history, and contemporary role of espionage, opened in Washington, DC on July 19, 2002. The International Spy Museum 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.
  o The International Spy 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.
  o The mission of the International Spy Museum is to educate the public about espionage and intelligence in an engaging way and to provide a context that fosters understanding of their 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 impartial, accurate information. Ask for special military rates.

- **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
  - 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
  - Take the squad to Medieval Times for a banquet and tournament they will remember. MWF offers reduced price tickets.

- **National Air and Space Museum**
  595 Independence Avenue Southwest, Washington, DC 20560
  (202) 633-2214
  [http://www.nasa.gov/](http://www.nasa.gov/)
  - 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
  - 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 midshipmen through MWF.

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

- **Six Flags America**
  13710 Central Ave, Upper Marlboro, MD 20774
  (301) 249-1500
  [www.sixflags.com/america/](http://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 predynastic 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**  
Verizon Center  
610 F Street, Washington, DC  
(202) 628-3200  
www.capitals.nhl.com  
  - Check out the website for the season schedule of Washington, DC’s hockey team.

• **Washington Nationals**  
Nationals Park  
1500 S Capitol Street SE, Washington, DC 20003  
https://www.mlb.com/nationals  
  - Check out the website for the season schedule of Washington, DC’s baseball team.

• **The White House**  
1600 Pennsylvania Avenue, Washington, DC  
https://www.whitehouse.gov/participate/tours-and-events  
  - Tours can be requested through your Congressional Office up to three months in advance.
References

- Weekly Update Sheet
- Individual Development Plan
- Midshipman Counseling Form (Form 1):
  - Official document found in COMDTMIDNINST 1610.2H
- Responding to a Disclosure of Sexual Assault
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>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

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

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

Weekly Challenge and course of action to achieve this goal:

Questions/Comments/Feedback:
## Individual Development Plan

Name: ____________________________  Supervisor: ____________________________

Planning Period: _________________

<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>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
</tbody>
</table>
### Midshipman Counseling Form (Form 1)

**COMDTMIDNINST 16102H**  
20 Mar 17

#### MIDSHIPMAN COUNSELING FORM

**FORM 1**

**Type of Counseling:**  
- [ ] NEGATIVE  
- [ ] POSITIVE

<table>
<thead>
<tr>
<th>Name:</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
</tr>
<tr>
<td>Alpha:</td>
</tr>
<tr>
<td></td>
</tr>
<tr>
<td>Company:</td>
</tr>
<tr>
<td></td>
</tr>
<tr>
<td>Ac Year (Ending):</td>
</tr>
<tr>
<td></td>
</tr>
<tr>
<td>Semester:</td>
</tr>
<tr>
<td></td>
</tr>
<tr>
<td>Commit Date:</td>
</tr>
<tr>
<td></td>
</tr>
<tr>
<td>Creation Date:</td>
</tr>
<tr>
<td></td>
</tr>
<tr>
<td>Reason:</td>
</tr>
<tr>
<td></td>
</tr>
<tr>
<td>Description/Counseling Comments:</td>
</tr>
<tr>
<td></td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Counseled By:</th>
</tr>
</thead>
<tbody>
<tr>
<td>NAME:</td>
</tr>
<tr>
<td></td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Counselor Signature/Date:</th>
</tr>
</thead>
<tbody>
<tr>
<td>SIGNATURE: DATE:</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Midshipman Counseled Signature/Date:</th>
</tr>
</thead>
<tbody>
<tr>
<td>SIGNATURE: DATE:</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Reviewed by Chain of Command (initial/date):</th>
</tr>
</thead>
<tbody>
<tr>
<td>Co Conduct Officer:</td>
</tr>
<tr>
<td>Squad Leader:</td>
</tr>
<tr>
<td>Platoon Commander:</td>
</tr>
<tr>
<td>Company Commander:</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Validated: (by Company Officer or Senior Enlisted Leader)</th>
</tr>
</thead>
<tbody>
<tr>
<td>SIGNATURE/DATE: ____________________________</td>
</tr>
</tbody>
</table>

**TAB A**  
A-1
Responding to a Disclosure of Sexual Assault

1. Does the person need medical attention or in immediate danger? If so call 911.

2. Call, or assist the survivor in calling, a Victim Advocate.
   a. 24/7 Duty Victim Advocates - (443) 336-2637

3. 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.

4. 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*.

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

6. For further information and resources you can access these websites:
   a. http://intranet.usna.edu/SAPRO/ (if at USNA)
   b. https://www.safehelpline.org/
COVID-19 Addendum

The Role of a Squad Leader - Addendum

• Know your people and what is going on in their lives. The COVID-19 pandemic has been a stressor, not only for midshipmen, but for their families at home. Remain mindful of the health and employment status of your squad members’ families.
• With the limited number of sporting events taking place on the yard, make an effort to attend the few that do occur. For many athletes, those competitions will be the only opportunity to show off their hard work.
• As the Brigade is limited in its ability to leave the yard for outings, squad leaders must get creative with squad innings. Whether planning a picnic, a game of Frisbee, or a movie night, do not let the paperwork involved with a Special Request Chit deter you from organizing important squad-level activities.
• King Hall’s grab-and-go meal system prevents us from engaging in our traditional family-style meals that we use to build relationships, swap stories, and exchange information. It is vital that squad leaders find alternative means to interact with their squad members. This may require delegating more responsibility to fire team leaders in order to keep group sizes small.
• Set the example. Members of a squad look to their squad leader as the standard. Wear a mask, follow social distancing guidelines, and embrace the virus-centered approach. Your squad members will notice your habits and adopt them as their own.

Resources to Address Challenges Within the Squad - Addendum

Academic Failure:
• It may be difficult for professors to tune into the progress of their students when they cannot interact in-person. Lack of understanding and confusion cannot be easily conveyed through a computer screen. As we continue to adapt to an online learning environment, pay special attention to each squad member’s academic progress. They may find asking for help via email to be more challenging than asking in-person; remind your squad members that it is always worth asking for help.

Mental, Emotional, & Physical Health:
• Consistent communication will prove to be an essential component to maintaining the mental health of your squad members. During this pandemic, encourage your squad members to reach out to their friends and family on a regular basis. Make it a personal habit to communicate daily with each member of your squad.
• In transitioning to a virtual environment for academics and training, we have become accustomed to working and relaxing in the same environment for the entire week. Ensure
that each member of your squad schedules time to relax on the weekends. Encourage your squad members to remove themselves from their regular work environment when taking that time to relax.

**How to Plan a Squad Event - Addendum**

Be aware of the regulations for gatherings in this new environment, but do not let the regulations deter you from planning events and innings for your squad. The instructions regarding events and gatherings are subject to change, but are available from the Commandant’s Scheduling Officer.

**Squad Activities - Addendum**

Midshipmen are limited in their ability to leave the yard due to COVID-19 restrictions. Regardless, it is important that midshipmen are able to learn from experiences off the yard. Look for alternatives to outings that remind midshipmen what they have to look forward to when they leave the yard. For example, share stories and photos from spring break vacations, or advertise venues and activities that will become available to midshipmen in the future.