



**DEPARTMENT OF THE ARMY
UNITED STATES MILITARY ACADEMY PREP SCHOOL
WEST POINT, NY 10996**

MAPS-COM

1 JUL 2016

MEMORANDUM FOR MEMORANDUM FOR the Military Leaders of the USMA Preparatory School

SUBJECT: VANGUARD-6 Note #1 – Rater and Senior Rating Philosophy

1. References:

- a. ADP 6-22, Army Leadership, dated August, 2012
- b. ADRP 6-22, Army Leadership, dated August, 2012

2. Purpose. The purpose of this memorandum is to provide the Vanguard “Leaders” my general philosophy as a Rater and Senior Rater for both OERs and NCOERs. I use the term “Leader,” as *the United States Military Academy Preparatory School is a “Leadership Factory”* and therefore, all members of this team are leaders to ensure we train, educate, and mentor our Cadet Candidates and Soldiers of junior grade to be the most capable leaders they can be within their personal capacity. I expect the military leaders in this formation to also work with and further develop our Academic and Athletic Faculty when appropriate. As a philosophy, this guidance is general, but by its nature is descriptive, but not prescriptive, in my evaluation of subordinate leaders within this organization. Officer and NCO evaluations are a critical part of the Army’s leader development and evaluation process. They help us understand strengths, weaknesses, and allow the Army to make tough choices on who should be promoted, receive additional schooling and allowed to command/ serve in centralized-selected leadership positions within our military.

3. Within this organization, there will be no secrets as to how I evaluate a subordinate leader. At a minimum, I expect all leaders to adhere to the Army standards and live by our Warrior Ethos. If I am your Rater or Senior Rater, upon request, I will tell you where you stand at that time during the rating period, this is how I have always done business. As of 01 May 2014, the Army has change the Officer Evaluation Report, then more recently the same with the NCO Evaluation Report. Now, blocking occurs in both the Rater and Senior Rater portions of the report.

For general guidance, which I will use in my recommendations for those evaluations that I rate, the following are some general considerations:

- a. As a battalion commander, typically about one-third of those officers I Senior Rater (SR) earned previously an Above Center of Mass (ACOM) OER, now “Most Qualified.”
- b. If you are in trouble of receiving a “Capable or Unsatisfactory” OER/NCOER, I will personally and immediately tell you. Silence means you are at least trending to receive a “Proficient” (Officers) or “Met Standards” (NCOs) if I am your Rater OR “Highly Qualified” (Officers) of “Exceeds Standards” (NCOs) if I am your Senior Rater.
- c. If I SR rate you, your Rater has a vote in my assessment.

You must be realistic and honest with yourself. If you are running at 100% just to keep pace with your peers, do not expect an “Excel” or “Most Qualified” (Officers) OR “Far Exceeded” or “Most Qualified” (NCOs). Those block check will be earned – not given. It is not fair to you, your peers, and the Army.

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4. Absolutes. These absolutes generally define the areas that will automatically push you into a position of potentially receiving a “Not Qualified” OER/NCOER.

- a. UCMJ Infractions
- b. Engage in Integrity: lying, cheating, tolerating or covering up
- c. Acts of Indiscipline: debt, substance abuse, overweight, or PT failure
- d. Breaking the Team Trust: Mistreatment of Soldiers, CCs, Faculty, or Family

5. Counseling. Counseling at every level is an integral part of our evaluation system. It is an event that is developmental in nature. Performance counseling will reflect how I evaluate your performance, potential, and you carrying out my guidance/directives. I will counsel those I rate and senior rate routinely (verbally and/ or writing). Counseling will include past performance, near and long-term objectives and any personal goals, issues or concerns. For those I senior rate, your rater will know how I see your performance.

6. How you will be Rated / Senior Rated. The most significant function I play as Senior Rater is in assessing potential for greater responsibility, promotion and command. For captains I senior rate and rate, I am voting on your selection for Field Grade promotion and schooling, and for both majors and captains your potential for battalion command. For Senior NCOs, my evaluation of you will also affect your competitiveness for promotion, schooling, and potential centralized selection for positions of greater responsibility.

For officers, Excels and Most Qualified reports are reserved for those who can perform at the next rank now and in the top of their peer group. The majority of the officers may receive Proficient and Highly Qualified, as everyone knows by Army Regulation I cannot bust a 50% quota. However, those reports will have strong narratives that make them competitive reports. Remember, the Department of the Army and DA PAM 600-3 states that a successful Army career is “promotion to LTC with retirement at 20 years or more.”

Generally, I make my assessments based on:

- a. My own observations
- b. Your Rater’s assessment
- c. Input of other organizations and/ or individuals outside the unit, within reason

In an effort to communicate my philosophy / vision of how I see us sustaining USMAPS as a first-class organization, we will apply the “The Vanguard 6.” These six philosophical bullets define what I expect to develop and maintain this unit as a “Leadership Factory” and I expect all officers and NCOs to internalize, train, enforce and implement The Vanguard 6 in their duties:

The “Vanguard 6”

- U** Untiring Commitment to Excellence
- S** Superior & Balanced Performance in Academics & Athletics
- M** Military Proficiency
- A** Always Ready & Doing the Right Thing
- P** Personal Character that demonstrates oneself as a *reliable* Subordinate, *superior* Teammate, & *competent* Leader
- S** Standards & Discipline

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7. So with all this in mind, let me describe (NOT prescribe) characteristics within each rating block:

Capable, Unsatisfactory, Met Standards, Did not Meet Standards, Qualified and Not Qualified

Treads water

Requires supervision and prompting

Passes the word

Does not follow through on tasks, needs constant reminders

Directs subordinates (vice inspire)

Below standard in PT, Community Support, Professional Development of CCs, Soldiers, and Self

*Fails in the “Absolutes” (see above)

*Has his / her OWN agenda

*Fails to enforce standards, discipline and policies

Proficient and Highly Qualified:

Works within the construct of the USMAPS mission, intent and tenets to produce good CCs, within their potential

Is a Leader

Meets Performance Standards – PT, community, writes, speak, and read

Accomplishes assigned missions with results

Runs and controls their organization

Synchronizes Operations and Activities

Coordinates, anticipates, and verifies routinely

ID's and solves problems within their lane

***Meets and operates within “The Vanguard 6”**

Most Qualified:

Could take charge at the next rank now

Works within the construct of the USMAPS mission, intent and tenets to produce good CCs, within their potential

Is an Informal Leader within their Peer Group; others want to listen, learn, and follow them

Initiative (lots of it)

Team BUILDER – collective excellence

Accomplishes assigned missions and activities with superior results

Coaches, Mentors, and Inspires

Exceeds Performance Standards

Can execute multiple missions simultaneously with positive results

Innovation – can go beyond doctrine (help create methods, new doctrine, TTP, etc.)

Understands BIG picture

Looks deep, but still takes care of the close fight

IDs problems – Offers solutions

****Internalizes “The Vanguard 6”**

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8. I see everyone as a professional within this sacred brotherhood. Less than 1% of the nation serves in our military and by that very statement – you are a special part of this Army Team. We must always remember that we are in the most selfless of professions, where duty is humbly its own reward.

CHRISTOPHER L. BUDIHAS
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28th Commandant