

APPROVED BY
NDAL Senate Meeting of March 3, 2024
Minutes No.2/2024, Decision No.2
In force with Order No. 46 of the NDAL Rector of 13.03.2024

National Defence Academy of Latvia Regulations on Cadet Leadership and Rating System

I. General provisions

1. The Regulations on Cadet Leadership and Rating System of the National Defence Academy of Latvia (hereinafter - the Regulations) define the rights and duties of cadets, mutual relations and internal organisation within the framework of cadet leadership competences development, as well as a unified procedure of cadet study work and individual qualities evaluation in the rating system. The regulations govern the organisation of cadets in sub-units in peacetime, as well as in times of crisis or during training missions, such as military exercises or summer field camps.

2. The purpose of the Regulations is to develop cadets' leadership competences based on the fundamental principles of military command leadership.

3. The Regulations are binding on cadets studying in the bachelor study programmes "Land Forces Military Leadership", "Naval Forces Military Leadership", "Air Forces Military Leadership" and the professional higher education study programme "Command Staff Officer", as well as on the NDAL management team, course supervisors and instructors according to the chain of command of the military structure.

II. Cadet Leadership Competency Development

4. The aim of the NDAL commanding staff and teaching staff is to prepare NDAL students as professional service soldiers, future commanders, who possess high general physical fitness, mental resilience and leadership abilities to be able to perform the tasks assigned to them under any circumstances.

5. In order to create conditions for the development of cadet leadership competences, the NDAL groups cadets are grouped according to the basic principles of military unit formation, observing the structure of military units, commanders' responsibilities, chain of command and hierarchy.

III. Principles for the formation of cadet sub-units

6. The principles of sub-unit formation on a military base in peacetime are different from those of sub-unit formation in a crisis or exercise. The allocation of cadets during a crisis is made by the Head of the NDAL Land Forces Department and updated at the beginning of each academic year in line with the transfer of cadets to subsequent courses of study.

7. All cadets are grouped into cadet platoons, whether on a military base, in training or in a crisis. Cadet Platoon shall be led by a Cadet Commander, Cadet Platoon Sergeant, Squad Commanders and Group Commanders, who are designated cadets. Where cadet leaders are organised into cadet companies, the duties of company commander, company first sergeant shall be performed by a designated officer or instructor from the NDAL permanent staff. The duties of the Command Cadets are laid down in Part IV of the Regulations.

8. Principles for the formation of cadet units in peacetime (Annex 1):

8.1. cadets shall be grouped into cadet platoons according to the programme of study and course affiliation, e.g. Land Forces Military Leadership 1st year cadets shall be one platoon, Land Forces Military Leadership 2nd year cadets shall be the other platoon;

8.2. if there are more than 40 cadets on a course, the cadets shall be grouped into two platoons within the same course;

8.3. if there are fewer than 15 cadets on a course, the cadets shall be grouped in a single platoon with a single squad;

8.4 Cadet Platoon Commanders, Platoon Sergeants, Squad Commanders and Group Commanders shall rotate on a weekly basis to give all cadets the opportunity to perform the positions of command and to practice unit leadership;

8.5 Each cadet platoon is supervised by a Course Instructor. The role of the course instructor is to assess the cadet's performance as a cadet platoon commander and sergeant, and to recommend better ways of dealing with personnel.

9. Principles for the formation of cadet sub-units in crisis or training situations (Annex 2):

9.1. the crisis or exercise structure shall be activated on the orders of the rector or vice-rector of the NDAL, e.g. in the event of an alarm response or during a large-scale tactical exercise;

9.2. The Head of the NDAL Land Forces Department is responsible for the structure of "A" and "B" companies, as well as the allocation of cadets to staff positions. The Heads of the NDAL Naval Forces Department and the NDAL Air Forces Studies Course shall advise the Head of the NDAL Land Forces Department on the assignment of cadets under their command;

9.3. cadets in all courses of study shall be organized into two companies, "A" and "B" Company, where cadets shall be assigned to command staff positions

on the basis of acquired military competencies. For example, cadets in 1st year, who have only acquired individual military skills, take up positions as soldiers in cadet units. Second-year cadets are appointed to specialist posts, such as machine-gunners and grenade launchers. Third and fourth year cadets are appointed to command positions of Group Commander, Squad Commander, Platoon Sergeant and Platoon Commander;

9.4. in training or crisis conditions, a cadet staff shall be activated in addition to the "A" and "B" Company structures to facilitate the administration of the two companies and to support the Company Commanders or the NDAL HQ;

9.5. the position of Cadet Platoon Commander may be filled by a cadet in the 4th year who has successfully completed the Platoon Tactics Course

9.6 The position of Cadet Platoon Sergeant may be filled by a cadet in 4th year who has successfully completed the Platoon Tactics Course;

9.7 Cadet Platoon Commanders shall be cadets in their 3rd year who have successfully completed the Squad Tactics Course.

10. The structure of the Cadet Platoon may be modified to maintain the combat capability of the Cadet Platoon in accordance with the existing number of Cadets, by informing the Cadet Platoon Commanders and Cadet Company Commanders.

11. In order to ensure the development of cadets' leadership competences during peacetime, the instructor in charge of the course has the following responsibilities:

11.1 Observe the Cadet Platoon's roll-calls and present to the Cadet Platoon Commander and Cadet Platoon Sergeant at the end of each week recommendations for further improvements in the work with subordinates;

11.2. to attend cadet classes on a random basis and to monitor cadet behaviour in class;

11.3. ensure the flow of information between the Course Leader of the relevant course, the Cadet Platoon Commander and the Platoon Sergeant;

11.4. if appropriate, provide an evaluation to the appropriate course supervisor of each cadet's performance, as well as an overall assessment of personal leadership traits in accordance with the cadet's annual evaluation criteria and progress.

12. Cadet platoon information flow is organized in military chain of command (Cadet - Group Commander or Squad Commander - Platoon Sergeant or Platoon Sergeant - Supervising Instructor - Course Supervisor - Study Programme Director/Head of the Division). Cadets shall have the right to refer important personal matters to the course supervisor or to the instructor attached to the platoon, without following the established chain of command, but by notifying the said officers in the established chain of command.

IV. Responsibilities of the Cadet Platoon Staff

13. The duties of the cadets according to the position held in the command structure shall comply with the requirements of the Ministry of Defence Regulation No 21-NOT of 3 August 2012 "Regulations of the Military Service Establishment" (duties of the division commander, duties of the sergeant major, duties of the commander in command).

14. In peacetime, the Cadet Platoon Commander shall be subordinate to the course supervisor of the relevant study programme, and in exercise or crisis, the Cadet Platoon Commander shall be subordinate to the Cadet Company Commander.

15. In addition to the requirements of the Ministry of Defence Regulation No 21-NOT of 3 August 2012 "Regulations of the Military Service Establishment", the Commander of the Cadet Platoon Squad shall perform the following duties:

- 15.1. be familiar with the duties of the Squad Commander;
- 15.2. to head the Cadet Squad;
- 15.3. to perform the duties of the Cadet Platoon Sergeant in his/her absence;
- 15.4. be familiar with the structure of the equipment at the disposal of the cadet unit, its maintenance and use rules, ensuring their observance;
- 15.5. to know the actual number of cadets in the unit and the location of absent cadets, the name, abilities and deficiencies in service of each subordinate;
- 15.6. to report to the Cadet Platoon Commander about the illnesses and injuries of subordinate cadets, complaints, claims, suggestions, violations and preventive measures taken, cases of loss of or damage to State property, awards and disciplinary penalties;
- 15.7. observe and control the distribution of the day, timely arrival for training or lectures, cleanliness and orderliness of the department, cleanliness of the departmental layout, observance of the rules of uniform, footwear, equipment and personal hygiene of subordinates;
- 15.8. know where the staff of the squad personnel are and what they are doing;
- 15.9. to ensure that subordinates are not distracted from their duties after an assignment, e.g. classes, training, on-call, etc. (e) to ensure that the members of the unit have the right to take charge of the equipment check, cleaning of weapons, handing in of weapons, unused ammunition and explosives;
- 15.10. to ensure that subordinates do not leave the unit deployment area without permission, except during off-duty hours, unless otherwise directed by the unit commander.

16. In addition to the requirements of the Ministry of Defence Regulation No 21-NOT of 3 August 2012 "Regulations of the Military Service Establishment", the cadet shall be commanded by a sergeant:

- 16.1. be familiar with the duties of a Platoon Sergeant;
- 16.2. perform the duties of the Cadet Platoon Commander in the absence of the Cadet Commander;
- 16.3. prepare and submit daily enlistment reports to the Cadet Platoon Commander, the course supervising instructor and the First Sergeant of the relevant study stream;
- 16.4. organize morning PT on the instruction of the Cadet Platoon Commander;
- 16.5. know the structure of the equipment at the disposal of the course, the rules of their maintenance and use, and control their observance;
- 16.6. know the actual number of cadets on the course and the whereabouts of absent cadets, the name, abilities and deficiencies in service and other service and personal data of each subordinate, keeping records in the manner prescribed by the Commanding Officer or Senior Course Instructor;
- 16.7. control the proper use, maintenance and storage of individual and collective equipment issued to cadets and ensure that accurate records are kept in accordance with the regulations;
- 16.8. organise a daily inspection of the course staff. Report to the course instructor (Course First Sergeant) and to the Platoon Commander about sick soldiers, soldiers' needs, requests and suggestions, as well as about awards, offences and disciplinary measures imposed;
- 16.9. at the request of the course instructor (Course First Sergeant, assign cadets to a day assignment and prepare a list of course assignments;
- 16.10. inspect, at least once a month, the equipment of soldiers and the material and technical means provided for the use of the course. The results of the test shall be reported to the senior drill instructor, the course instructor (Course First Sergeant) and the course Cadet Platoon Leader;
- 16.11. observe and control the daily distribution of the squad, timely arrival for training or lectures, as well as ensure cleanliness and orderliness of the course layout, observance of the rules for the use of uniforms, footwear, equipment and personal hygiene of subordinates;
- 16.12. organise the roll call and the collection and submission of information to the supervising instructor.

17. In addition to the requirements of the Ministry of Defence Regulation No 21-NOT of 3 August 2012 "Regulations on the Military Service Establishment", the cadet shall be commanded by a commander:

- 17.1. be familiar with the duties of the Platoon Commander;
- 17.2. manage the cadets in the daily environment of the military base, organize the morning briefings, pass information to the cadet platoon about the planned activities for the day;
- 17.3. lead the cadet line from deployment to training and back, while the cadet platoon moves around the territory of the military base "Ezermala";

17.4. control the proper use, maintenance and storage of individual and collective equipment issued to cadets and ensure that accurate records are kept in accordance with the regulations;

17.5. know the actual number of cadets on the course and the location of absent cadets, the name, abilities and deficiencies of each subordinate in the service;

17.6. report to the supervising instructor on the needs of subordinates, on awards and disciplinary sanctions imposed;

17.7. at least once a month, under the supervision of the supervising instructor, check the actual and technical condition of the course equipment and other property and their conformity with the records. If necessary, organise the rectification of the deficiencies found and report the results of the inspection to the course supervisor;

17.8. ensure the preparation of equipment prior to each exercise, and check its quantity and technical condition after the exercise;

17.9. ensure that the training area or room is unlocked and prepared for training prior to the training;

17.10. ensure that the training area or room is cleaned and locked after the session;

17.11. before the start of the lecture, notify the instructor of the number of cadets, absent cadets and readiness for the lecture;

17.12. on the last working day of the week, at the end of the training process, report to the Course Leader that the cadets are ready to leave the NDAL area and go on holiday.

18. In peacetime, the Cadet Platoon Commander is directly subordinate to the Course Commander, and in alarm response and during combat or exercise to the designated Company Commander.

19. The Cadet Platoon Commander has the right to recommend members of his Platoon to the Course Commander for awards or punishment.

20. The Cadet Platoon Commander may recommend to the supervisor of the course a separate study regime for the personnel under his/her command.

21. The Cadet Platoon Commander in agreement with the Supervisor of the Course, shall have the right to assign to the staff under his/her command longer working hours (after 10.00. 17.00).

22. The rifleman of a Cadet Squad is directly subordinate to the Commander of the Cadet Squad. The Rifleman of the Cadet Commanding Staff is directly subordinate to the Platoon Sergeant and Platoon Commander.

V. Role and tasks of the Cadet Staff

23. In the event of a training exercise or crisis, cadets shall be divided into 'A' and 'B' companies, with a division of posts, and a cadet staff shall be established (Annex 3).

24. The Head of the NDAL Land Forces Department is responsible for the distribution of cadets to posts in the Cadet Staff. The Cadet Staff shall be the senior cadets.

25. The role of the Cadet Staff is to support the Company Commanders and the NDAL HQ in the administration and management of the cadet units. If the NDAL establishes a Command Post, the Cadet Staff shall be placed at the disposal of the NDAL Vice-Rector.

26. Cadet staff shall be divided according to the functions of the staff positions:

- 26.1. S1/2/6 - Personnel administration, reconnaissance, communications;
- 26.2. S-3 - Planning and organization of training;
- 26.3. S-4 - Sustainment and support.

27. Tasks of cadets assigned to the S-1/2/6 function:

- 27.1. to compile the Cadet Presence list;
- 27.2. establish and control the schedule for postings and watchkeeping as required;
- 27.3. be responsible for the provision of communication resources and the establishment of a communication scheme as required during the execution of the Alarm Response Plan (ERP);
- 27.4. to act as company usher during the summer camp (S-6 cadets);
- 27.5. S-6 cadets shall act as communications officers to the command post during the execution of the TRP when the NDAL deploys a command post.

28. Tasks of cadets assigned to the S-3 function:

- 28.1. follow the training and lesson plan;
- 28.2. to be involved in the organization and conduct of training as required;
- 28.3. Support the NDAL Command Post Planning Unit during the implementation of the TRP.

29. Tasks of cadets assigned to the S-4 function:

- 29.1. collect information on meals and submit it to the NDAL Study Planning and Support Department Support Unit's Provision Officers;
- 29.2. collect and regularly update information on existing personal equipment and its changes;

29.3. verify reports of shortages, damage or loss of equipment before submitting documentation to the Support Unit of the Training Planning and Support Department of the NDAL;

29.4. In the event of the deployment of the NDAL Command Point, support the Support Unit of the NDAL Training Planning and Support Department.

VI. Cadet rating system

30. The cadet rating system is designed in accordance with the guidelines for the development of cadet leadership competences during studies.

31. The purpose of the rating system is to introduce a uniform, transparent and comprehensible system for assessing the performance of cadets, and to support decision-making, for example when it is necessary to select cadets for command positions in the Cadet Company and Cadet Platoon structure for participation in training or for deployment to international courses and missions.

32. Course supervisors shall present the ranking to the cadets at least once a semester.

33. The cadet rating is a weighted average of the semester's academic subjects and the commander's assessment.

34. The Course supervisor shall calculate the cadet's grade at the end of each semester by summing the academic and commander's grades and multiplying the grades by a factor of 0.5 (50%). Before the final mark is given (before graduation), the rating shall be a weighted average of all the commander's and academic weighted averages during the course of the studies (Annex 4).

35. The weighted average grade for academic subjects is calculated as: $av = \frac{\sum(a \cdot f)}{\sum(f)}$, where: av is the weighted average grade, a is the grade obtained by the student for each course in the programme, f is the amount of credits for that course.

36. The Cadet Rating System Commander's evaluation is based on the cadet's discipline, attendance at classes and events, dedication and attitude in studies and performance of duties, frequency of absences/absences, and leadership competencies. A commander's overall score is between 0 and 10 points, consisting of the following categories:

36.1. a discipline score of 0 to 2;

36.2. attendance at classes and events from 0 to 3;

36.3. dedication and attitude from 0 to 3;

36.4. leadership ability from 0 to 2.

37. For the purpose of assessing a cadet's discipline, the cadet's awards and penalties shall be taken into account:

37.1. if the cadet has been disciplined during the school year, the mark shall be 0;

37.2. if the cadet has not been penalised but has not been awarded a prize during the academic year, or if the cadet has been both awarded a prize and penalised during the academic year, the mark shall be 1;

37.3. if the cadet has been awarded a distinction during the academic year, the mark shall be 2.

38. To assess attendance at Cadet classes and events, the percentage of attendance at Cadet classes is assessed according to attendance records:

38.1. if the cadet has missed more than 30 % of the lectures in the semester, the mark shall be 0;

38.2. if the cadet is absent from 20-29% of the lectures during the semester, the mark shall be 1;

38.3. if the cadet has missed less than 10-19% of the lectures in the semester, the mark shall be 2;

38.4. if the cadet has missed less than 10% of the lectures in the semester, the mark shall be 3.

39. For the purpose of assessing a cadet's dedication and attitude to studies and duties, account shall be taken of study debts, participation in activities (recruiting events, provision for visits of foreign cadets, etc.) outside the study process and the results of annual physical requirements.

40. Academic debts shall be settled in accordance with the deadlines set by the Study Council.

41. No points are deducted for study debt if the debt was incurred during the ERASMUS+ mobility, at the time of resumption of studies.

42. The scoring principle is as follows: the starting score is 1. For each learning debt, 0.2 points are deducted from the maximum grade at the end of the semester. For each repeated outstanding learning debt, an additional 0.1 point shall be deducted. 0.2 points are added for participation in extra-curricular activities. The results of the annual physical tests shall be assessed in accordance with Annex 5 and added to the overall formula. For example, a cadet has three school debts at the end of the semester, one of which is a repeat school debt, but the cadet has supported the recruitment event "SCHOOL 2023" and the annual physical standards score is EXCELLENT, which corresponds to 0.8 points, then the calculation is as follows: $1 - (3 \times 0,2) - 0,1 + 0,2 + 0,8 = 1,3$.

43. To assess a cadet's leadership competencies, the cadet's performance during the academic semester as Cadet Platoon Commander, Cadet Platoon

Sergeant or Cadet Squad Commander shall be assessed. Assess the following aspects: appearance and posture, communication with subordinates and commanders, ability to express and inspire subordinates, task performance. Each aspect is scored from 1 to 10, then averaged and ranked according to the score given (Annex 6).

44. The overall rating is prepared by the course supervisor and submitted to the NDAL Vice-Rector for approval.

VII. Use of the NDAL Cadet Rating System

45. The NDAL Cadet Ranking is used to make decisions on:

45.1. the secondment of a cadet on missions abroad and on the ERASMUS+ exchange programme;

45.2. the cadet's future place of duty after graduation from the NDAL;

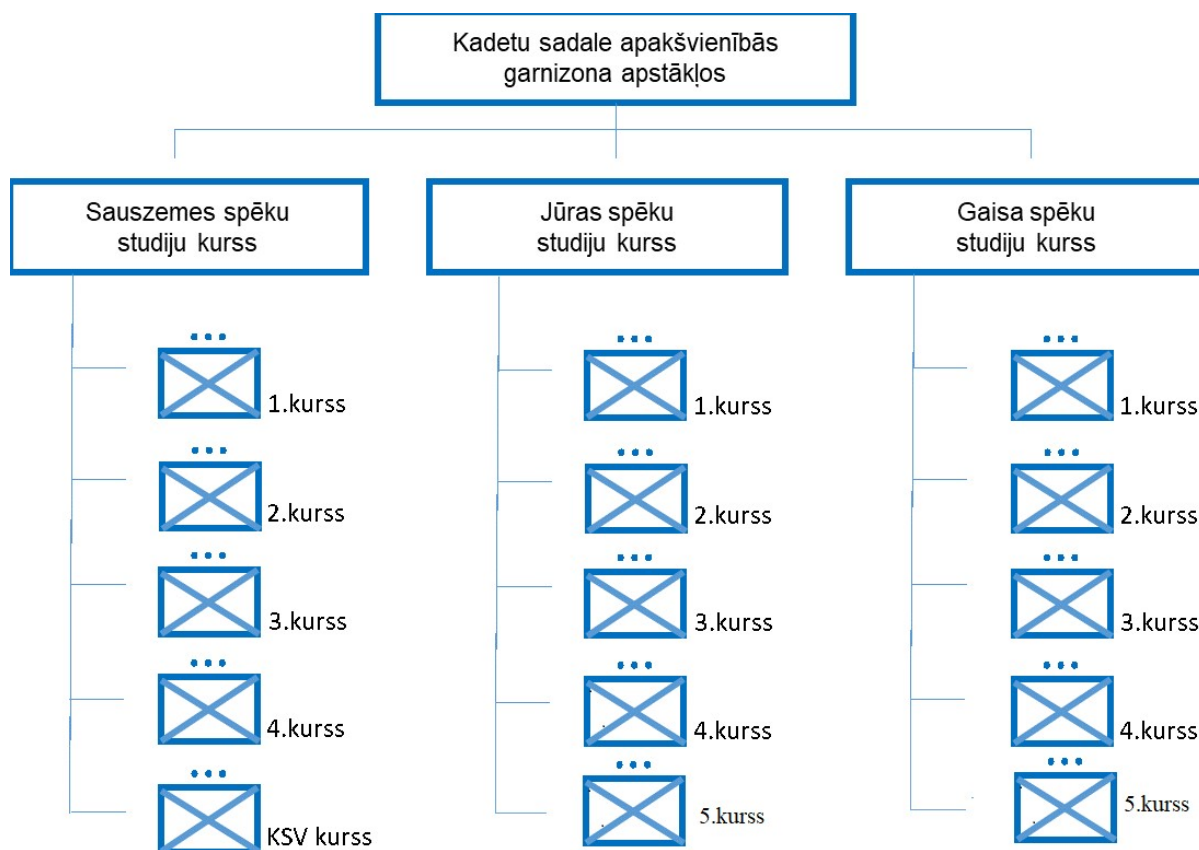
45.3. in cases where it is necessary to determine the best graduates overall.

46. The NDAL Cadet Ranking Table is stored and updated in the Academy's ILIAS system and is used for NDAL internal use only.

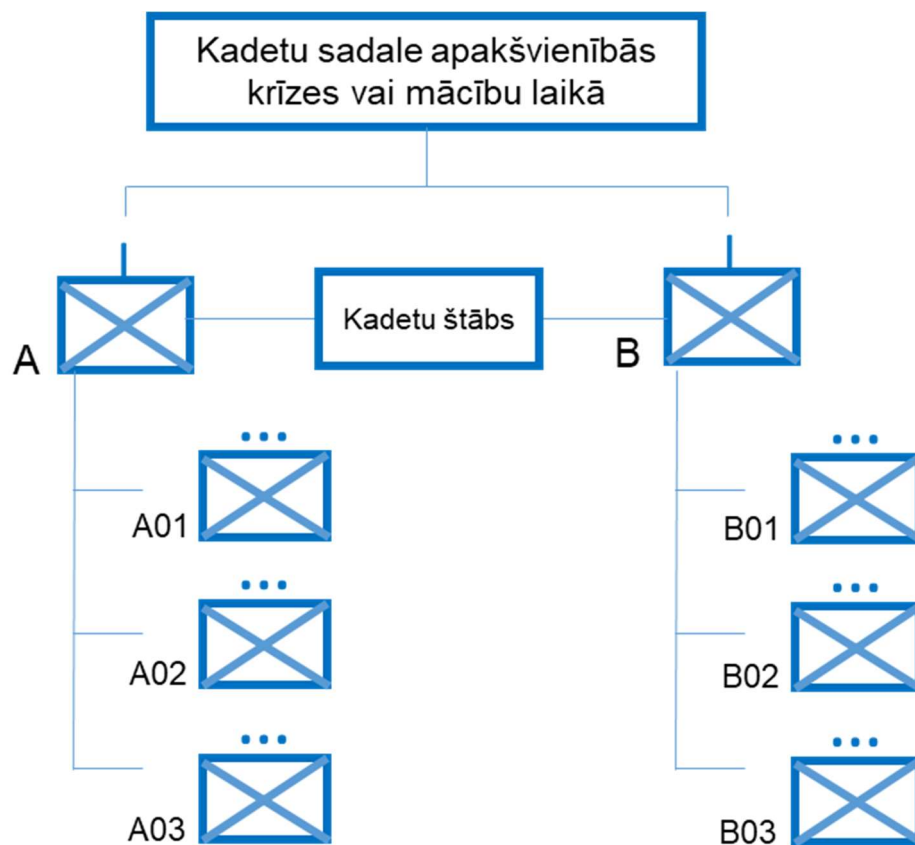
VIII. Final provisions

47. With the entry into force of the Regulations, the Regulations of the Cadet Leadership and Rating System of the National Defence Academy of Latvia (approved by the Decision No 8/2033 of the Senate of the National Defence Academy of Latvia, 30.10.2023, No 1, in force by the Order No 142 of the Rector of the National Defence Academy of Latvia, 01.11.2023) shall cease to be valid.

Division of Cadets during the time of peace



Division of cadets during the time of crisis and exercises



"Example of the structure for the allocation of posts in the cadet platoons of 'A' and 'B' companies				
	No.	No.	Specialization	Post
RVG	1.	1.		Company Commander
	2.	2.		Company First Sergeant
	3.	3.		Course Instructor
VVG	4.	1.	LF4	Platoon Commander
	5.	2.	LF4	Platoon Signaller
	6.	3.	LF4	Platoon Sergeant
	7.	4.	CSO	Grenade Launcher Crew Commander
	8.	5.	CSO	Grenade Launcher Crew Commander
	9.	6.	CSO	Grenade Launcher Crew Commander
	10.	7.	CSO	Heavy machine gun crew commander
	11.	8.	CSO	Heavy machine gun crew commander
	12.	9.	CSO	Heavy machine gun crew commander
	13.	10.	LF4	Platoon Medic
Squad 1	14.	1.	SzS3	Squad Commander
	15.	2.	SzS2	Gunner
	16.	3.	SzS1	Rifleman medic
	17.	4.	SzS1	Rifleman (AT4)
	18.	5.	SzS3	Group Commander
	19.	6.	SzS2	Gunner
	20.	7.	SzS2	The Grenadier
	21.	8.	SzS1	Assistant Grenadier
Squad 2	22.	1.	SzS3	Squad Commander
	23.	2.	SzS2	Gunner
	24.	3.	SzS1	Rifleman medic
	25.	4.	SzS1	Rifleman (AT4)
	26.	5.	SzS3	Group Commander
	27.	6.	SzS2	Gunner
	28.	7.	SzS2	The Grenadier
	29.	8.	SzS1	Assistant Grenadier
Squad 3	30.	1.	SzS3	Squad Commander
	31.	2.	SzS2	Gunner
	32.	3.	SzS1	Rifleman medic
	33.	4.	SzS1	Rifleman (AT4)
	34.	5.	SzS3	Group Commander
	35.	6.	SzS2	Gunner
	36.	7.	SzS2	The Grenadier
	37.	8.	SzS1	Assistant Grenadier

Cadet rating

Name	Surname	Discipline	Attendance	Diligence	Leadership	Coefficient	Commander's rating	Weighted average mark	Coefficient	Academic evaluation	Final evaluation
<i>Jānis</i>	<i>XXX</i>	<i>1</i>	<i>2</i>	<i>1,5</i>	<i>1,2</i>	<i>0,5</i>	<i>2,85</i>	<i>6,7</i>	<i>0,5</i>	<i>3,35</i>	<i>6,2</i>

Assessment of annual physical standards

Assessment of annual physical standards	Cadet leadership assessment
Weak	0
Satisfactory	0,1
Good	0,3
Very good	0,5
Excellent	0,7
With distinction	0,8
100 points	1

Cadet Leadership Competency Assessment

Summative assessment of the five aspects of leadership	Cadet leadership assessment
1	0,2
2	0,4
3	0,6
4	0,8
5	1
6	1,2
7	1,4
8	1,6
9	1,8
10	2