

Officer Candidate Guide US Army National Guard



**Company B (OCS)
2nd BN (MOD TNG), 166th Regiment, RTI
Fort Indiantown Gap
Annville, Pennsylvania 17003-5002**

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Officer Candidate School, Reserve Component

Summary. This pamphlet provides a guide for US Army National Guard Officer Candidate School students and cadre.

Proponent and exception authority. The proponent of this pamphlet is the Commanding General, US Army Infantry School. The CG, USAIS has the authority to approve exceptions to this pamphlet that are consistent with controlling laws and regulations. The CG, USAIS may delegate this authority, in writing, to a division chief within the proponent agency in the grade of Colonel or the civilian equivalent.

Intent. The intent of this pamphlet is to ensure that National Guard OCS Candidates nationwide share one common standard. It facilitates the cross-state and cross-TASS region boundary training of US Army officer candidates.

Use of the term “States”. Unless otherwise stated, whenever the term “States” is used, it is referring to the CONUS States, Alaska, Hawaii, the US Virgin Islands, Territory of Guam, the Commonwealth of Puerto Rico, and District of Columbia.

Supplementation. Local OCS programs may supplement this document in order to meet the needs of local SOPs and regulations, but they may not substantially modify any policy set forth in this document without written authorization from the proponent.

Suggested improvements. Users are invited to send comments and suggested improvements on DA Form 2028 (Recommended Changes to Publications and Blank Forms) directly to the OCS SME, 200th Regiment, Fort McClellan, Alabama 36205.

Distribution. This publication is available in electronic media only and is intended for all Reserve Component OCS cadre and students.

* This pamphlet supersedes all Federal and ARNG Student Guides dated prior to 1 May 2008

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Chapter 1

ORIENTATION

1-1. Gender Statement. All references to the male gender throughout this document apply to both sexes unless otherwise indicated.

1-2. Applicability. This guide applies to all candidates assigned to or attached to Reserve Component Officer Candidate School.

1-3. Mission. Train selected personnel in the fundamentals of leadership and basic military skills; instill the professional and physical fitness ethic; evaluate leadership potential; and commission those who qualify as second lieutenants in the Total Force.

1-4. Course Overview.

a. General: Reserve Component OCS is a 12- to 15-month (traditional program) or 8-week (accelerated program) Leaders' Course of Instruction, taught in a high-stress environment, during which the cadre develop and evaluate the performance of the candidates as it relates to their potential for commissioning as second lieutenants in the Total Force.

b. Program of Instruction (POI): United States Army Infantry School (USAIS) prepares, publishes, and distributes the OCS Course Management Plan (CMP) and Program of Instruction (POI). The course of instruction will not exceed 16 months and is presented in three phases. The OCS Battalion or Company Commander directs phase advancement, dependent on candidate performance and completion of requisites.

(1) Phase 0. Although not a formal POI phase, traditional OCS programs typically conduct a three to five month IDT period Phase 0 program. This phase consists of instruction in basic soldier skills, drill and ceremony, physical training, and administrative preparation. The goal is to prepare prospective candidates to succeed in OCS. Each Phase 0 candidate must pass the three event APFT in order to advance to Phase I.

(2) Phase I. Consists of one 16-day annual training period, which includes a travel day. Training focuses on the individual, squad and platoon levels. Candidates receive military subject, land navigation, and leadership training under high stress conditions. Candidates in Phase I maintain a climate of strict discipline as the cadre convey OCS standards to the candidates and then expect the candidates to meet these standards. Candidates train under extremely demanding mental and physical conditions.

(3) Phase II. In the traditional program, Phase II occurs during IDT weekends, between the first and second annual training periods. In the Accelerated Program, Phase II is a four week ADT period. Phase II is characterized by increased Platoon Trainer officer teaching and a slight reduction in stress producing situations. Training focuses on the individual, squad, and platoon levels. During this phase, candidates continue to perfect the skills learned in the basic phase and strive for tactical and small unit leadership skills and confidence. Candidates will assume additional responsibilities designed to refine their leadership skills through additional challenges of maintaining a completely functional student chain of command.

(4) Phase III. This final phase consists of one 16-day annual training period, which includes a travel day. Training occurs at individual, squad, and platoon level; with the focus on tactical operations and field leadership. Officer candidates focus on polishing leadership skills. The main focus is leadership. But, application of tactics through leadership is the mode of evaluation. The Platoon Trainer officer role is that of a teacher, mentor and role model. This phase is the final refining of the candidate done by the cadre to ultimately prepare the candidate for the officer environment.

1-5. Course Standards.

a. The standards required of an Officer Candidate will be of the highest order. Character and integrity must be an inspiration to others and conduct at all times must be above reproach. Personal appearance, military bearing and military courtesy will be of the highest standard at all times. Proactive, not reactive, leadership is the goal.

b. Officer Candidates must meet the following standards necessary for graduation from OCS.

(1) ACADEMICS. Pass all examinations. (Chapter 8, Training)

(2) LEADERSHIP. Serve in various command positions during all phases of training and achieve at least one satisfactory leadership rating in Phases II and III. (Chapter 6, Leadership Ratings and Reports)

(3) MORAL CHARACTER. Each Officer Candidate must have high moral character considered necessary for a commissioned officer. (Chapter 4, Honor Code)

(4) MEDICAL. Each Officer Candidate must pass a physical examination as prescribed for appointment as an officer in AR 40-501.

(5) PHYSICAL FITNESS. Each Officer Candidate must score a minimum of 60 points on each event of the Army Physical Fitness Test (APFT) with a minimum total score of 180 points, IAW NGR 600-100 and FM 21-20. A large portion of the OCS environment is physical conditioning and requires stamina. Each Officer Candidate must participate in scheduled physical training. Candidates must complete all foot marches within prescribed standards. During Phase I candidate will complete a 5 mile foot march. During Phase II candidates must complete 7 and 10 mile foot marches. Candidates who fail to meet the standard will be allowed one retest. (Chapter 5, Relief, Recycle, and Resignation)

(6) WEIGHT STANDARDS. All Officer Candidates must meet the weight standards as published in AR 600-9. (Chapter 5, Relief, Recycle, and Resignation)

(7) ATTENDANCE. Each Officer Candidate is expected to attend ALL training periods. The loss of 12 hours of training is grounds for dismissal. (Chapter 5, Relief, Recycle, and Resignation).

1-6. Requirements for Graduation with Honors.

a. All candidates are encouraged to strive for excellence. The earning of a student honor by a candidate is very prestigious and is indicative of the attainment of excellence throughout the course. The criteria for student honors focus on the "whole person" concept and require the candidate to have excelled in physical fitness, academics and leadership. To be eligible for student honors, candidates must meet all graduation requirements.

b. The following candidates are not eligible for honors:

(1) Recycled candidates, with the exception of medical recycles who are in good standing at the time of recycle, are not eligible for student honors or other recognition.

(2) Candidates who must re-test on any academic exam.

1-7. Student Honors.

a. Erickson Trophy Recipient / Truntich Trophy Recipient / Distinguished Honor Graduate. The Erickson Trophy is presented to the top candidate in each OCS traditional class in each state. This award is presented by authority of the Departments of the Army and the Air Force, National Guard Bureau and is determined by candidate achievement in four areas: Academic Average, APFT #2, Leadership Evaluations, and Peer Evaluations. The top candidate when combining scores for the four areas is the Distinguished Honor Graduate. The Truntich Trophy is presented for the same criteria to the top candidate for the state of Pennsylvania in Accelerated OCS classes.

b. Second and Third Honor Graduates. These awards are determined by the same criteria as the Distinguished Honor Graduate listed above. As indicated by name, they are presented to the candidates in each state OCS class who graduate second and third to the distinguished honor graduate, using the same four criteria.

c. Leadership Excellence Award. This award is presented to the candidate with the highest overall leadership evaluation score. This award signifies the candidate who excelled in the leadership aspect of OCS and is in recognition of his/her superior leadership abilities.

c. Physical Fitness Award. This award is presented to the candidate with the highest score on APFT # 2. This award signifies the candidate excelling in physical fitness and is in recognition of their superior level of physical fitness. If one or more candidates score 300 points on APFT # 2, the extended scale is used to determine the recipient of the physical fitness award.

d. Meritorious Achievement Award. This award is a Pennsylvania state OCS specific award. It is determined by the members of each Pennsylvania OCS Class by vote of whom they believe to have made the most significant contribution to the class.

e. LTG Milton Baker Award. This award is presented to the candidate from all Pennsylvania OCS classes (traditional and accelerated) who has displayed the highest standards of Leadership, Academics, and dedication to duty and represents the highest traditions of the 166th Regiment (CA). The award is determined by a faculty board comprised of members of the 166th Regiment (CA) who review the results of the honor graduate criteria.

f. Commander's Award. This award is presented only when a Pennsylvania OCS Class exceeds 24 graduates and is presented by the OCS Company Commander to the Candidate who has improved the most during the OCS course.

1-8. Definitions.

a. OFFICER CANDIDATE (OC). An Officer Candidate is a selected applicant undergoing intensive military training and evaluation to qualify as an officer in the Army National Guard or the US Army Reserve. The standards required to qualify any candidate as an officer regardless of anticipated branch assignment are those prescribed for an Infantry Second Lieutenant. Students enrolled in OCS will be referred to as "Officer Candidate".

b. Platoon Trainer Officer. A Platoon Trainer Officer is a selected officer whose primary function is to TEACH, ASSESS and COUNSEL those candidates assigned to him/her in order to maximize the development of their leadership ability. All Platoon Trainer officers, regardless of rank or position, are selected based on knowledge, experience, dedication and the ability to foster and evaluate leadership performance and potential. Candidates may not fully understand the leadership development process until they have gained the perspective of time and experience. Some of the methods Platoon Trainer Officers use in the performance of their duties are:

- (1) Observation
- (2) On-the-spot correction
- (3) Company/Platoon address
- (4) Formal instruction
- (5) Reprimand (to include physical redirection and focus training)
- (6) Informal individual performance counseling
- (7) Formal individual performance counseling
- (8) Written evaluation reports
- (9) Written leadership evaluations
- (10) Peer reports

c. Platoon Trainer NCO. The Platoon Trainer NCO is generally assigned at the platoon level. A Platoon Trainer NCO is a selected NCO whose primary function is to TEACH, ASSESS and COUNSEL those candidates assigned to him/her in order to maximize the development of their leadership ability. The NCO is an essential component in the command structure of the Army. In the OCS environment, the Platoon Trainer NCO works directly with the Platoon Trainer Officer and in his/her absence takes charge of the platoon. The Platoon Trainer NCO assists in planning and executing platoon missions and trains the platoon in individual and collective tasks. The methods Platoon Trainer NCOs use in the performance of their duties are the same listed above for the Platoon Trainer Officer.

d. SENIOR Platoon Trainer Officer. The Senior Platoon Trainer Officer will monitor and supervise leadership training of the candidates and still have the overall responsibility for leadership development and administrative affairs. The Senior Platoon Trainer is second in the Company Chain of Command to the Company Commander.

Chapter 2

POLICIES

2-1. General. The policies established at OCS provide uniformity and information for evaluating the candidate's ability to follow instructions, pay attention to detail and demonstrate leadership. The policies prescribed require strict compliance. Failure to comply may result in disciplinary action, recycle or relief.

2-2. Fraternalization.

a. Relationships between candidates and cadre which cause the actual or perceived appearance of preferential treatment or partiality are prejudicial to good order, discipline and unit morale. Candidates and cadre are not authorized to form such relationships.

b. Fraternalization includes, but is not limited to sexual relationship with candidates and cadre, public display of affection, to include close dancing, handholding, touching, kissing or other similar contact.

c. Fraternalization between candidates is unacceptable; it has the potential to undermine unit esprit and cause unnecessary tension within the class. **Candidates will refrain from all actions that are, or could be perceived as fraternization.**

2-3. Appearance.

a. An Officer Candidate's appearance makes a statement about the individual's personal organization, professionalism, pride and attention to detail. Officer Candidates will maintain the highest standards of appearance and always set a positive example. Wear and appearance of Army uniforms will be in strict accordance with AR 670-1, except where specific changes are outlined in this candidate guide or so directed by cadre.

b. Uniforms. Keep all uniforms clean and neat in appearance. Keep boots clean at all times. Wear identification (ID) tags at all times. Carry military ID card with all uniforms except the physical training uniform.

c. Hair.

(1) Male Candidates must wear their hair IAW AR 670-1. Extreme, fad style haircuts or hairstyles are not authorized. Hairstyles that prevent the uniform headgear or protective mask from being worn properly are not authorized. Male Officer Candidates are to be clean-shaven; mustaches and sideburns are not authorized.

(2) Female Candidates: Time allowed for grooming is very limited at OCS. Females should arrive with a hairstyle that conforms to AR 670-1 even during physical training. Hairstyles will not interfere with the proper wearing of military headgear or protective masks. Hair holding ornaments (such as but not limited to, barrettes, pins, clips, bands) if used, must be unadorned and plain and must be transparent or similar in color to the hair, and will be inconspicuously placed. Candidates are not authorized to wear cosmetics.

d. Civilian Clothing. Candidates will wear civilian clothing only at the direction of the OCS Company Commander. When in civilian attire, candidates will conform to the appearance standards previously prescribed.

2-4. Candidate Preparation.

a. Drill and Ceremonies. Candidates must study and become thoroughly familiar with FM 3-21.5 (Drill and Ceremonies). One reading of the FM 3-21.5 will not suffice. A sound, thorough knowledge of Drill and Ceremonies will be of great value to the Officer Candidate. * Specific attention should be paid to chapters 2 through 7. *

b. Physical Fitness.

(1) The intent of the physical fitness training program at OCS is to educate each OC on the basics of individual and unit physical fitness and improve the physical fitness of each candidate. It emphasizes running, tactical road marching, endurance, and upper body strength. As future leaders, Officer Candidates are expected to wholeheartedly embrace and exemplify the Army concept of Total Fitness as set forth in FM 21-20 and related publications. Physical fitness has a direct impact on combat readiness. With this in mind, the following must be accomplished prior to Phase I:

(a) Acquire a proper pair of running shoes.

(b) Pass the Army Physical Fitness test (APFT) given by the parent RTI/OCS Battalion/OCS Company within 60 days preceding Phase I.

(c) Arrive properly conditioned and capable of moving at the double time for extended distances.

(2) The objectives of the OCS Physical Fitness Program are:

- (a) Teach OCs the basics of physical fitness.
- (b) Teach OCs the proper method of conducting physical fitness. Through study of FM 21-20 (Army Physical Fitness), be prepared to lead warm-up exercises and calisthenics, and approved PT plans.
- (c) Assist the OCs in achieving and maintaining a high level of physical fitness.
- (d) Develop esprit-de-corps/unit cohesion.

c. Academics. Officer Candidates should review the following references prior to arriving at Phase 1:

- (1) Drill and Ceremonies (FM 3-21.5)
- (2) Physical Fitness (FM 21-20)
- (3) Map Reading and land Navigation (FM 3-25.26)
- (4) Training Management and Operations (FM 7-0, FM 7-1; FM 3-0)
- (5) Military Leadership (FM 6-22)
- (6) For OCS Enlistment Option Candidates, The Soldier's Guide (FM 7-21.13)

d. Clothing and Equipment. An Officer Candidate's appearance makes a statement about the individual's personal organization, professionalism, pride and attention to detail. In observance of that fact, Officer Candidates will maintain the highest possible standard of appearance through proper wear and care of the appropriate uniform. In addition to this, all Officer Candidates will be uniformly dressed for whatever task or situation that they are in.

(1) It is the Officer Candidate's responsibility to make sure that he has in his possession all authorized and required items. Diligence and persistence are often necessary. If after every effort to acquire the necessary clothing and equipment from your home unit is unsuccessful, contact the respective State Military Academy for guidance and assistance.

(2) Boots must be issued or if individually procured, must be in compliance with AR 670-1. **Boots must be broken in thoroughly before beginning OCS.**

- (a) Blisters and related foot problems will cause candidates to miss training. If this occurs, it will be directly attributable to failure to prepare.
- (b) Boots are expected to be clean and maintained with an appropriate suede cleaning kit.
- (c) Trousers will be properly bloused IAW AR 670-1, unless otherwise directed.

e. Uniforms. There are two types of uniforms required for Phase 1.

(1) ACU. Officer Candidates will acquire a minimum 5 sets of ACU uniforms. Uniform items will not be mixed. Each student must acquire and maintain the high standards of personal appearance of the officer corps. It is expected that the Officer Candidate will set his uniform standard for the remaining years of his/her career. Those students who have uniforms that show considerable wear or that are ill-fitting will correct those deficiencies prior to reporting to Phase I.

(a) Embroidered nametapes and U.S. Army tape will be IAW AR 670-1, Paragraph 28-22.

(b) Officer Candidates will not wear ribbons, awards, decorations, unit patches, U.S. flag, combat patches, or other insignia upon reporting to Phase I. Subsequent wear of ribbons, awards, decorations and unit patches, U.S. flag, combat patches, and other insignia will be permitted at the discretion of the SR Platoon Trainer.

(c) Candidates will wear their uniforms as prescribed in AR 670-1 and the directives of the OCS Battalion/OCS Company.

(2) Physical Fitness Uniform (PT), minimum 2 sets.

(a) PT uniform will be the Improved Physical Fitness Uniform (IPFU) and will be worn with shirt tucked in, IAW AR 670-1, unless otherwise directed.

(b) Plain white socks will be worn with the top above the ankle but below the calf.

(c) One pair of running shoes as preferred by the Officer Candidate that are of subdued colors and appropriate for soldiers.

f. Equipment.

(1) The Kevlar helmet is the prescribed headgear for OCS, unless otherwise stated or directed. The helmet is worn with the chinstrap fitting snugly on the chin. Officer Candidates are required to have a soft cap in their possession at all times.

(2). Load bearing equipment (LBE) will be worn IAW Appendix C. The poncho will be neatly folded and secured to the rear of the pistol belt on the LBE, IAW Appendix C. Excess straps on the LBE will be folded up toward the adjustment buckle in a 1-inch fold and secured with green tape. LBE may be substituted by the LBV.

(3) Two canteens will be worn on the pistol belt over the hip pockets. Canteens will be full when LBE is worn, empty while in wall locker. Canteen cup will be carried inside the canteen cover.

g. Clothing and Equipment Displays. All clothing and equipment will be displayed IAW OC Guide (Appendix C). All displays will be uniform throughout the Officer Candidate Company. Changes must be approved by the Company Commander.

2-5. Contraband. Contraband is defined as any item that is destructive to the good order and discipline, health, welfare, or safety of the soldier or unit. The Company Commander must approve all over-the-counter medicine. See Appendix D for contraband list.

2-6. Religious Practices.

a. Candidates will have an opportunity to participate in religious activities when possible. Religious activities will be IAW local SOP. The 166th Regiment (CA) posts a schedule of religious services available for the current training period with the staff duty located at the front desk of building 8-80. Upon receipt, the OCS Company will publish additional services or make known other religious support services via the Chain of Command.

b. Accommodating religious practices. A candidate may submit a written request for accommodation of a religious practice(s) to the Company Commander for consideration.

2-7. Leaving the Company Area.

a. When leaving the company area (i.e. sick call, etc.), candidates sign out IAW local SOP. Unless otherwise directed by OCS Cadre, the "buddy system" and contingency plan will be adhered to by individual OCs and the OC Chain of Command whenever candidates leave the company area for any reason.

b. The Company or Battalion Commander are the only ones who may excuse a candidate from a scheduled class.

c. The Company Commander, First Sergeant, or Senior Platoon Trainer (Cadre Company Leadership) are the only ones who can grant permission for a candidate to leave the company area.

2-8. Privately Owned Vehicles. The OCS Operations Sergeant and Platoon Trainer Chain of Command will provide guidance regarding the storage of POV's during training. During AOCS, POVs for OCs are not authorized unless a special circumstance has been addressed and approved by the OCS Company Commander. During Phase II IDTs for the OCS traditional class, OC POVs should be parked in the parking lot to the immediate rear (North) of building 8-73, unless otherwise directed by OCS cadre.

2-9. Privately Owned Weapons (POWs).

a. There is no place for POWs or Law Enforcement weapons in OCS training. Candidates will address any regulatory concerns IAW unit SOP through the chain of command. Fort Indiantown Gap post policy prohibits POWs unless properly registered and secured with the post police. Any POW not properly registered and reported to both Fort Indiantown Gap police and the OCS Company Commander will result in immediate disciplinary action for the possessing/responsible OC.

b. The carrying or possession of the following weapons is prohibited: unregistered firearms or pellet guns, switchblade knives, knives with fixed blades, knives with blades in excess of three inches in length, brass knuckles, leaded canes, gas dispensers, starter pistols, explosive devices (to include ammunition), projectiles, num-chucks, devices designed or altered to permit its use as an unregistered weapon, blackjacks, rappers, raps, or other related devices, and pyrotechnics of any type for other than authorized use.

c. Candidates will turn in any unauthorized weapon IAW local SOP/as directed by cadre.

Chapter 3

PROCEDURES

3-1. Titles. Candidates will be identified by the title of “Officer Candidate [Last Name]. Senior Officer Candidates will be addressed as “Senior Officer Candidate [Last Name]”

3-2. Saluting, Addressing and Courtesies.

a. Saluting. Salutes will be rendered IAW FM 3-21.5 (Drill and Ceremonies). To further emphasize saluting, attention to detail, and being cognizant of one’s surroundings, **saluting distance will be that distance at which a candidate recognizes an officer.**

b. When addressed by an officer, a candidate stands at the position of attention. Candidates reply, “Sir/Ma’am, Officer Candidate [Last Name].” When addressed by an NCO, candidates will stand at parade rest and respond, “Sergeant/Sergeant Major, Officer Candidate [Last Name].” When addressing either an officer or NCO, the candidate will look directly into the eyes of the officer or NCO he is addressing.

c. Greetings. An appropriate greeting will be extended when saluting (i.e. “Sir, Officer Candidate, <name>, Good Morning, Sir!”). When in groups of two or more, the Officer Candidate in charge will call the group to attention and render the salute and proper greeting. The Officer Candidate greeting the officer will continue to salute until the salute has been returned, the command “Carry On” has been given, or the officer is no longer in view. When moving as a group the first Officer Candidate in file or the Officer Candidate in charge will greet the officer. Greetings will not be extended at the double time. The candidate in charge will slow to quick time; render the salute and proper greeting (without stopping forward motion), and return to double time after the salute is returned.

(1) When addressing groups of officers and/or NCOs only the senior member of the group shall be addressed.

(2) If the senior member of the addressed group is accompanied by a member of equal grade then the senior members will be addressed as Gentlemen, Ladies, or Ma’am/Sir as appropriate.

(3) Proper greetings are determined by local time.

(a) Morning is from 0001 to 1159.

(b) Afternoon is from 1200 to 1759.

(c) Evening is from 1800 to 2400.

(d) All greetings are concluded with Sir/Ma’am or Sergeant/Sergeant Major, as appropriate.

d. When initiating conversation with cadre, candidates must “Request permission to speak.” (“Sir, Officer Candidate, <name>. Request permission to speak.”). This is not required when saluting or rendering military courtesies.

e. During duty hours, when an officer enters the company area/barracks, the first candidate to see the officer will command, “Company/Platoon/Squad/Group, Attention.” Conversely, if any NCO without an officer present enters the area, the area will be called “At ease.” All candidates who hear the command will respond appropriately. When the officer/NCO replies “Carry on” candidates will continue their activities. Exception to this policy is if an officer/NCO of equal or greater rank is already present.

f. When an officer or NCO enters the platoon area, the first candidate to see him will call “Attention” for an officer and “At ease” for a NCO. The nearest platoon leader or platoon sergeant will report to the officer/NCO with the platoon status.

3-3. Enter a Room, Addressing/Reporting Dismissing.

a. Enter a room. Candidates will assume the position of attention, center themselves in the doorway and toe the line (the line is the imaginary line bisecting the center of the doorframes, parallel to the doorway), knock three times with the palm of the right hand on the right door frame. The candidate will wait till the person in the room addresses the officer candidate, then the candidate will announce “Sir/Ma’am [as appropriate], Officer Candidate [Last Name] requests permission to enter.” The candidate will wait at the position of attention until told to enter. Once told to enter, the candidate will enter and walk directly to a position of two steps and centered in front of the desk (or officer’s location), assume the position of attention, and simultaneously render the hand salute while

saying, "Sir/Ma'am, Officer Candidate [Last Name] reports as ordered / with a question / with a statement" The candidate will execute order arms when the officer returns the salute.

b. Addressing/Reporting.

(1) To a commissioned officer: When addressed by an officer the Officer Candidate will come to the position of attention and state his name as follows, "Sir/Ma'am, Officer Candidate <name> reports with a statement/question/as ordered". During the conversation, the Officer Candidate will preface any comment, answer or reply with "Sir/Ma'am, Officer Candidate <name>". The comment, answer, reply will not conclude with Sir/Ma'am unless the reply is "Yes" or "No" or is otherwise directed in this guide. When reporting to an officer the Officer Candidate will come to the position of attention, render a salute and report, "Sir/Ma'am Officer Candidate *name*, reports!" If the Officer Candidate has been ordered to report, the candidate will add, "As ordered!"

(2) To a non-commissioned officer: Same as above with the exception of the hand salute and Officer Candidates will use the term "Sergeant" or "Sergeant Major" instead of "Sir/Ma'am".

c. Dismissing.

(1) From a commissioned officer: When the conversation is complete and the Officer Candidate is dismissed, the Officer Candidate will come to the position of attention, take one step to the rear with the left foot, render the salute, extend the greeting of the day "Sir/Ma'am Officer Candidate *name*. Good Morning / Afternoon / Evening, Sir/Ma'am!" After the salute has been returned the OC will execute an about face and exit.

(2) From a non-commissioned officer: Same as above with the exception of the salute and Officer Candidates will use the term "Sergeant" or "Sergeant Major" instead of "Sir/Ma'am".

3-4. Making Way and Passing.

a. Making Way. When cadre enter a hallway or stairwell and are six steps away, candidates will assume the position of attention, with the shoulders, buttocks and heels touching the wall and command, "Make way." (All candidates will echo this command). Candidates will resume their activities on the command of "Carry on." (All Candidates will echo this command). If the cadre does not command "Carry on," one of the candidates will give the command after the cadre has passed beyond six steps.

b. Requesting Permission to Pass. Whenever an officer's or NCO's presence impedes normal traffic and a candidate desires to pass, the candidate comes to the position of attention facing the officer or NCO and says, "[Title], Officer Candidate [Last Name] requests permission to pass." When permission is granted, the candidate will pass. If a group of officers or NCOs are present the candidate requests permission to pass from the ranking individual.

3-5. Movement.

a. Marching in formation.

(1) Three or more candidates constitute a formation. Formations will march in columns when six (6) or fewer candidates are present; will march two (2) abreast when the formation contains between seven (7) and eleven (11) candidates; will march three abreast when the formation contains 12 or more candidates. Candidates march no more than two abreast on footpaths or sidewalks.

(2) Formations will not depart a training location without ensuring proper accountability. The class will carry the class guidon whenever they march. Display the guidon, when not in use, in the unit area. In order to secure the guidon the "Key" must be removed. The guidon bearer shall not surrender the guidon and guidon key to anyone unless directed to do so by the Senior Platoon Trainer, Platoon Trainer Company Commander, or Platoon Trainer First Sergeant.

(3) Candidates in groups of three or more will move in formation with a member in charge.

b. Road Guards. Road guards are required for all company formation movements. Road guards wear the road guard vest during all formation movements. During hours of twilight or darkness, road guards carry an operational flashlight in the hand closest to the outside of the formation. Road guard responsibilities are:

(1) Front road guards will lead the element by 30 feet and rear road guards will trail the element by 30 feet. During periods of limited visibility road guards increase the distance to 50 feet.

(2) Front and rear road guards warn traffic of the formation. They do not post themselves at an intersection, that is the responsibility of the formation internal road guards.

(3) Formation internal road guards will post at each intersection and maintain that position until relieved or the element has passed.

(4) Road guards that are posting at intersections will stand at a modified position of parade rest. Their right arm will be extended in front of their body warning the oncoming traffic to stop. Once relieved or the formation has passed, the road guard will come to the position of attention and move back to the formation.

(5) Road guards will come to the position of attention and salute any vehicle displaying a blue Department of Defense vehicle registration sticker, as well as any vehicle displaying General Officer or VIP plates.

3-6. "Platoon Trainer Shack" Procedures. OCs will stand to the left of the office doorway, knock three times and sound off with "Sir/Ma'am, Officer Candidate <last name> requests permission to enter the Platoon Trainer Shack." The OC will stand by at the position of attention until permission is granted. When told to enter, the OC will enter the room, move quickly via the most direct route to a position of attention two paces before the Officer's desk or seated position, render a hand salute and announce, "Sir/Ma'am, Officer Candidate <last name> reports." Following the execution of Order Arms, the OC will take all directives from the officer. At the conclusion of the conducted business, the OC will request permission to carry on. Once granted, the OC will again render the hand salute, execute an about face and exit the office smartly.

3-7. Dining Facility Procedures.

a. Movement to the Dining Facility. Platoons will be formed and double-timed to the DFAC (Bldg 8-71) unless otherwise directed by the Platoon Trainer staff. Prior to forming lines to enter the DFAC, platoons will ground their LBEs and helmets in the designated area. Guidons will be posted in the appropriate order in the posting tubes just outside the DFAC. For ADT periods/AOCS, platoons will ground their equipment in the Company formation area. For IDT periods where only one platoon is present, the platoon may ground its equipment in the platoon grounding area just outside the DFAC. See figure 3-1 below.

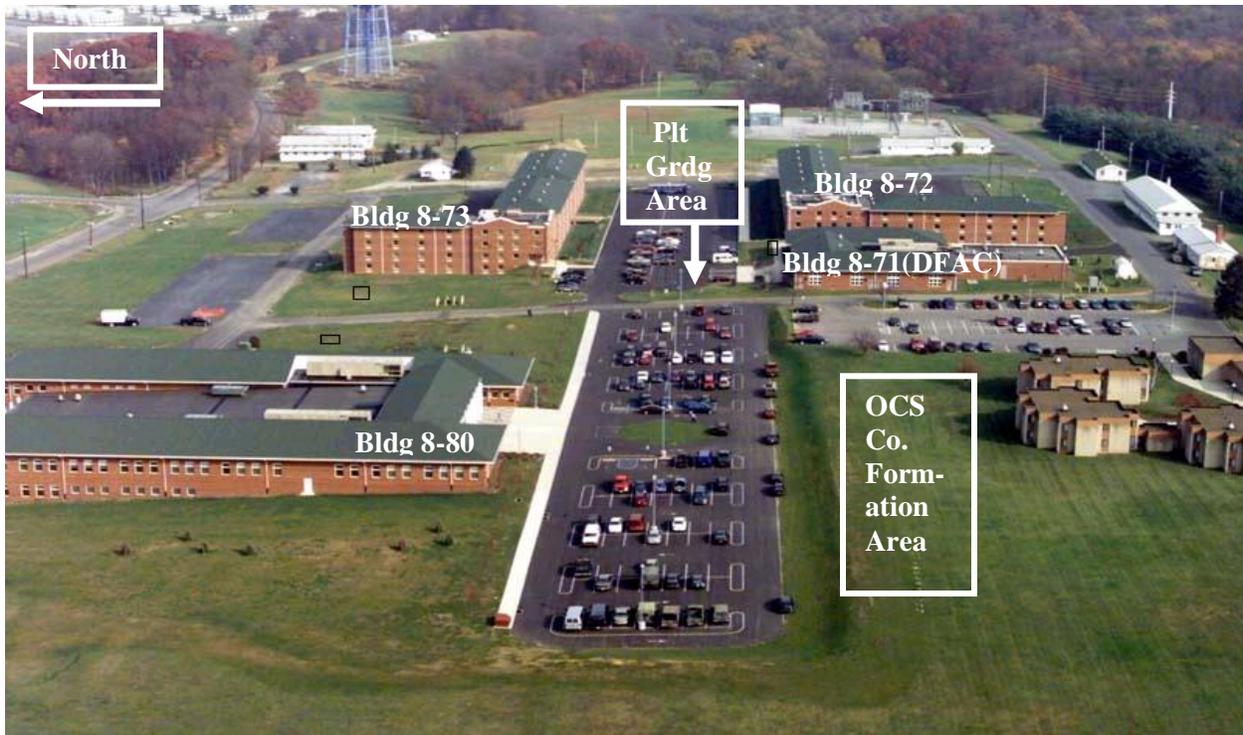


Figure 3-1

b. Entering the DFAC.

(1) The Dining Facility Officer (DFO) will check with the dining staff prior to the OCs entrance into the facility to ensure the staff is prepared to accept the OCs.

(2) The class chain of command (1SG, XO, CO) will stand in a separate line facing the unit and will enter after the last candidate in the company, unless directed otherwise by Cadre Company Leadership. The PSG and PL will stand in a separate line facing the unit and will follow the last OC in their platoon. Each squad leader will

stand facing the unit and will follow the last OC in their squad. Beginning with the position closest to the DFAC, the chain of command will line up as follows, see fig. 3-2:

- (a) Company: 1SG, XO, CO
- (b) Platoon: PSG, PL

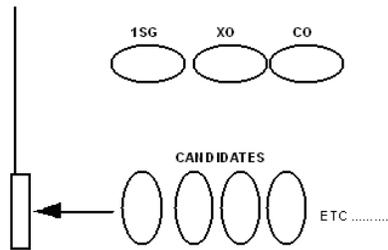


Figure 3-2

c. **Dining Facility Officer (DFO).** DFO(s) shall receive and follow special instructions from the Platoon Trainer Staff and dining facility personnel. DFOs shall ensure that all OCs follow all procedures described here and in sub-paragraph d. "Meal Procedures". DFOs will comply with all directives/additional duties from Platoon Trainer Staff and the following at a minimum:

- (1) Ensure tables are properly aligned, 4 chairs to a table and that the appropriate Platoon Trainer tables are set up to facilitate all Platoon Trainers and the OC company leadership tables are set up too.
- (2) Issue meal utensils (fork, knife, and spoon) wrapped in a napkin.
- (3) Facilitate beverage hand-out as directed by Platoon Trainer Staff.
- (4) Direct seating of OCs, ensuring proper seating IAW subparagraph d. below.
- (5) Continuously inspect tables and correct anyone not following DFAC procedures.
- (6) General clean-up to include wiping of tables, sweeping, and mopping as necessary.

d. Meal Procedures.

- (1) Dining facilities are available for all candidates. Candidates are required to attend all mess formations and attend all meals, unless otherwise directed by the Cadre Company Leadership.
- (2) OCs will follow Platoon Trainer guidance concerning the use of the pull-up and dip bars.
- (3) All OCs will stand at the position of parade rest while in line. As the line progresses, OCs will come to the position of attention, take the appropriate steps forward, and return to parade rest.
- (4) Once in the dining area, candidates will set up their trays and assume the position of Attention until all chairs at the table are filled. The last officer candidate arriving at the table gives the command "TAKE, SEATS." Candidates will then take seats, ensure their trays and utensils are properly aligned, and consume their food. Tray and utensil alignment is as depicted below in figure 3-2.

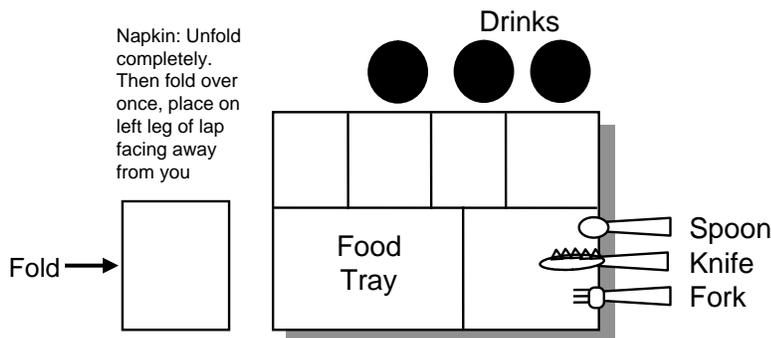


Figure 3-2

(5) While eating, OCs must maintain good military posture. OCs will not talk while eating. OC leadership may talk quietly when seated together and will limit their eye movements to the confines of their tray.

The OCs will sit at a modified position of attention and will consume their meals at an appropriate speed, safely, but with the realization that there is training to be accomplished. **OCs must square their meals while eating.** OCs will not look around the DFAC or watch cadre while seated in the DFAC.

(6) Table Manners will include the following:

- (a) Immediately upon seating, each OC will place their napkin on their left thigh, folded once with the fold away from them.
- (b) Feet must be placed on the floor, centered between the legs of the chair.
- (c) Only the front six inches of the chair are to be used to sit on.
- (d) Elbows, forearms and hands will not be placed upon the table.
- (e) Proper social etiquette will be exhibited at all times.

(7) OC company leadership (CO, XO, 1SG, PLs) may eat at a table together and quietly discuss OCS training related business. If a platoon sized element is the only OCS unit in training or attending the designated meal, Squad Leaders, the Platoon Sergeant, and the Platoon Leader may eat at the leadership table. When all OCs have eaten all edible items and drank all liquids, the Student CoC will request permission from the senior Platoon Trainer present to conduct Tray Line Ridge and depart the DFAC. Modifications may be made to the preceding Dining Facility Procedures as per Cadre Company Leadership.

(8) Tray Line Ridge will be conducted as follows:

- (a) After the Candidate CoC receives permission to conduct Tray Line Ridge from the senior cadre member present, the candidates will form a single file line beginning at the outside wall of the DFAC. Candidates will carry their tray at chest level while standing in line and while walking.
- (b) Candidates will approach the senior cadre member present to be asked the question of the day or reinforce any other pertinent information, as determined by the cadre member. When the candidate is one pace away from the cadre member, the candidate will halt and lower their tray to waist level so that the contents of the tray can be inspected to ensure all food and beverages have been consumed and the tray is arranged appropriately per the instructions above.
- (c) Candidates will keep their tray lowered for 15 seconds. If no cadre acknowledges the candidate's presence, the candidate shall raise the tray back up to the carry position and proceed directly to the tray return portal.
- (d) If the candidate is addressed by cadre (question/comment/statement), the candidate will respond appropriately. After an appropriate response, cadre will indicate that the candidate is dismissed. The candidate will raise the tray to the carry position and will proceed directly to the DFAC tray return portal and deposit the tray (placing silverware in the silverware receptacle).
- (e) Candidates will then proceed immediately outside to the appropriate formation area.

3-8. Sick Call. Sick call will be conducted daily as published in the training schedule or as communicated by cadre. OCs will adhere to the following sequence of events for all non-emergency sick calls.

a. **Notify student chain-of-command.**

b. **Report to the Platoon Trainer chain of command.**

c. Obtain a DD Form 689 (Sick Slip). Complete and get signed by Platoon Trainer First Sergeant or XO. Sign the company Sick Call Roster if required by the 1SG.

d. Report to the RTI Medic (Room 118 Bldg. 8-80) unless otherwise directed by the Platoon Trainer staff. Present DD Form 689, sign medic Sick Call Roster, and follow instructions of medical personnel.

(1) If directed to seek further medical attention, complete a Line of Duty (LOD) packet before proceeding.

(2) If returned to duty, sign-in and complete the sick call roster. Turn in the completed DD Form 689 to the Platoon Trainer staff, and return to training as directed.

e. **Notify student chain-of-command of return to duty and any necessary further medical follow-up.**

3-9. Classroom Procedures.

a. Reporting to the Class Instructor. Candidates will remove headgear upon entry into the building and proceed single file to the classroom. Upon entering the classroom, the candidates will fill the desks from front to rear. The candidate PL and PSG will seat themselves in the back of the classroom or where assigned by the instructor or Platoon Trainer staff.

(1) Each OC will proceed to his assigned seat, remove and properly ground all equipment, and stand at attention. When all OCs are in place, the ranking OC will approach the instructor; halt two paces front and centered on him/her, salute and report, "Sir/Ma'am/Sergeant/Sergeant Major, Platoon/Company/Class Name, prepared for instruction, # assigned, and #present." The names and locations of absent OCs will be available should the instructor request them.

(2) The instructor will then give the ranking OC a directive. If that directive is to have the class take their seats, it will be done as follows. The OC faces the class and commands: "TAKE, SEATS", immediately followed by "ADJUST, SEATS" after OCs have been seated. On the command "TAKE, SEATS" candidates will sit down. On the preparatory command of "ADJUST", candidates will slap their hands on the chair frame (between legs). On the command of execution, "SEATS", candidates will move their chairs forward in one smooth motion.

b. Classroom Procedures. OCs will raise their hands to make a comment or answer/ask a question. Upon being recognized, the OC will come to attention/parade rest and announce, "Sir/Ma'am/Sergeant/Sergeant Major, Officer Candidate <last name>".... He/She will then relay his message. This procedure will be done for all interactions with instructors unless otherwise directed by the cadre member that has operational control of the class.

(1) If a candidate is falling asleep, he/she will stand, take his class material and move to the back/side of the class. Once recovered, he/she will return to his seat.

(2) Receiving a Class from the Instructor. When the class period is over, the ranking OC will stand, call the class to attention, approach the instructor and receive the class with an exchange of salutes. Upon receiving the class, the ranking OC will then give the appropriate directives.

3-10. Auditoriums. If the OCS company/platoon is required to report to an auditorium/large multi-purpose room as an entire unit, the OC Chain of Command will ensure the company is properly seated and report to the Cadre as required. Squads/Platoons will be directed to seating to maintain unit integrity as best possible for accountability and good order. OCs will remain at the position of attention in front of their assigned seats. The ranking OC (OC CO/PL) will report to the Instructor/Cadre/VIP in charge of the event and follow the same reporting and seating procedures as outlined above in classroom procedures, minus the command "ADJUST, SEATS".

3-11. Formations.

a. Scheduled formations are listed on the training schedule and/or drill period Operations Order (OPORD). The cadre chain of command may call other formations. Candidates are considered late to formation if they are not standing in their platoon when the command "Fall-in" is given. Candidates will not miss formation unless excused by their Platoon Trainer.

b. The student chain of command is responsible for accountability of the company.

c. Candidates are responsible for knowing the time of the next scheduled formation prior to departing the training site on an IDT weekend/to lights out the day prior if ADT Consolidated OCS/AOCS.

3-12. Accountability and Reporting. The student chain of command is responsible for accounting for all students assigned to their company/platoon. Accountability and reporting procedures are IAW FM 3-21.5 and paramount.

3-13. Lights-Out Procedures.

a. Uniform for the lights out procedures is summer PT uniform, shower shoes on and one full canteen of water. The canteen is cupped in the left hand with the concave portion pressed against the left thigh.

b. The candidates will stand-by next to their door/bunk (or other assigned location) 5 minutes prior to lights out. The platoon leader of each platoon will post at the position of attention directly across from the entrance doors. They will call the platoon to attention when the Platoon Trainer arrives. They will give a platoon status report to the Platoon Trainer. The platoon leader will command the platoon to "Parade rest" and lead the Platoon Trainer for an inspection of the hall/ barracks/ floor/ etc.

c. Upon completion of the inspection the platoon leader will return to his/her assigned position and stand-by.

d. The Platoon Trainer will give the command "STAND-BY". All candidates will assume the position of attention and echo the command.

e. The Platoon Trainer will give the command "[THE EXERCISE OF THE DAY]". All candidates sound off with the name of the exercise and assume the start position. The Platoon Trainer will lead the candidates through the exercise. After the exercise is complete the candidates will recover.

f. The Platoon Trainer will give the command "PREPARE TO HYDRATE" (echoed). All candidates will bring their canteens to waist level with the concave portion toward their bodies and remove the cap. They will keep the canteen cupped in their left hand the cap secured with the right hand.

g. The Platoon Trainer will give the command "HYDRATE" (not echoed) and all candidates will raise their canteens to their mouths maintaining the proper grip while consuming one half (½) canteen of water. Upon completion of drinking each candidate will secure the canteen cap and return to the position of attention.

h. The Platoon Trainer will give the command "PREPARE TO SING" (echoed).

i. The Platoon Trainer will give the command "SING", (not echoed) at which time the candidates will sing the Army Song.

j. The Platoon Trainer will give the command "PREPARE TO MOUNT" (echoed). All candidates will complete the following in sequence:

(1) Turn off the lights.

(2) Place canteens on the floor at the head of the bed in front of the night stand with the concave portion against the bed.

(3) Break blankets and sheets down below the hospital corner.

(4) Remove shower shoes.

(5) Face their bunks at the position of attention with their feet toeing the line of the floor twelve inches from the bunk and the shoulder dressed on the night stand near the head of the bed.

k. The Platoon Trainer will give the command of "MOUNT", (echoed), all candidates will get in bed, lay flat on their backs and pull the covers to the mid-chest area with their arms outside the covers, as if in the position of attention.

l. The Platoon Trainer will give the command of "SLEEP" (not echoed) all candidates will close their eyes and go to sleep.

m. Candidates will remain in their beds until first call. The only exception is to utilize the latrine or to pull duty.

3-14. Lights Out Extension. The following procedure will be followed when requesting an extension of lights out.

a. Platoon chain of command requesting an extension of lights out will submit the request card through the student Platoon Leader. The student Platoon Leader will take all requests to the duty Platoon Trainer NLT 2100 hours.

b. The maximum extension to lights out is 1 hour.

c. The request card will include the name(s) of the individual(s) requesting the extension (study room, etc.) and what the extension is to be used for.

d. Extensions may be granted for the following reasons: company business, student council, extra study barracks time, etc.

e. Lights out extensions will not be used for personal time.

f. Personal hygiene will end as scheduled, unless specifically authorized by the duty Platoon Trainer.

3-15. Study Barracks Procedures.

a. Uniform: From the beginning of study barracks until lights out, candidates will wear the study barracks uniform specified by the Platoon Trainer. Candidates must be prepared for study barracks at the start time.

b. Candidates will remain in their rooms, the study hall, or other designated area during the entire study barracks period, with the following exceptions:

- (1) To participate in-group study (with Platoon Trainer approval only).
- (2) To use the latrine.

c. Candidates will not talk and will remain behind their desks/tables. **Room doors will remain fully open during study barracks and any time candidates are in their rooms. The only exception to this is when candidates are conducting personal hygiene, then doors must remain fully shut.** Platoon and company details are not conducted during this time. Platoon Trainers may call candidates for individual counseling during study barracks (except when there is a test the next day).

d. If a Platoon Trainer enters the room during study barracks you will continue to study unless addressed by the Platoon Trainer. Once addressed, you will come to the proper position, answer and return to studying when told to do so or when the Platoon Trainer leaves the room. **At no time during study barracks will the command "Make way" or calling the floor to attention be given in the company area.**

e. Study Material. Any material necessary for completion of the daily assignment may be present on the desk. No outside reading material, other than that authorized by the Platoon Trainer, is allowed. No letter writing is allowed during study barracks.

3-16. Miscellaneous Rules.

a. All areas not specifically authorized by OCS cadre are off limits to Officer Candidates. If in doubt, ask.

b. **Officer Candidates will not swear, cuss, or use abusive language at any time.**

c. Vending areas and telephones are off limits unless otherwise directed by the Platoon Trainer Staff.

d. Officer Candidates will double-time at all times except:

- (1) When otherwise directed.
- (2) Immediately after meals.
- (3) When carrying large or unwieldy objects.
- (4) When on profile.
- (5) Upon reaching Senior Status, time permitting.

e. Officer Candidates may wear a wedding ring on the left hand and a wristwatch. No other jewelry is authorized to include earrings and other body piercings. Exception to this policy is that candidates may wear one religious medallion as per AR 670-1. Candidates will make certain all alarms and chimes on watches are "OFF" prior to the start of the day's activities.

3-17. Mail.

a. Mail will be collectively sent and distributed through the OC PSG or designated platoon mail representative who will secure permission to do so through the Platoon Trainer. Mail will never be withheld as a form of punishment.

b. Packages. All candidates receiving packages will notify their Platoon Trainer. Candidates cannot accept "care packages" containing contraband or perishable items until authorized by the Cadre Company Leadership. All packages are subject to inspection upon receipt.

Chapter 4

HONOR CODE

4-1. General.

a. Honor.

(1) Honor may be defined as that quality in a person that shows them to be truthful and fair in word and deed, both to themselves and to others. It also implies loyalty, courage and devotion to duty.

(2) A commissioned officer must possess honor as an integral portion of his character in order to meet the demands placed upon him/her as a leader. In the profession of arms, the welfare and indeed the very lives of so many, hinge on the honor and integrity of the few who lead. You will be among those few. In peacetime, it is imperative that you maintain your high standards of honor so that in combat, the trust placed in you will not be misplaced.

(3) The honor code takes a simplistic approach to govern the behavior of Officer Candidates in a complex environment. The honor code simply holds the Officer Candidate to conduct that our society deems acceptable and honorable; the conduct primarily learned at home, school and church. In order for the honor code to be effective, it must be monitored and sanctioned by the Officer Candidates.

b. Webster's Definition of Honor.

"...a sense of what is right, just and true, scorning meanness." Honor, like courage, is a word, which has resisted thorough definition, though such has been attempted by the philosophers of the ancient world and perhaps by aspiring officers caught in situations of compromise. Honor encompasses all of the acts, thoughts and aspirations of an individual. Its presence or absence in the personal make-up of an individual determines how he lives, what he derives from life and how he is thought of by others.

c. A leader must have the respect of those persons given into his charge. This respect is based upon his conduct, his personal courage and his sense of honor. Honor is, therefore, a necessary and essential part of every officer. He is bound by his word, his devotion to Duty, Honor, Country and the oath of his commission. In times of war and peace, his word will invariably be given in times of extreme tension, stress and danger. His subordinates depend on this word for their physical survival and his superior depends on it in shaping the plans of battle. Honor among soldiers, invariably, makes the difference between life and death.

4-2. Provisions of the Honor Code. The honor code is simple: ***An Officer Candidate will not lie, cheat, or steal, nor tolerate those who do.***

a. The Honor Code is a rule of personal integrity, which requires each student to be absolutely and unflinchingly honest in all matters. The code at Officer Candidate School is as follows: "Belief in and application of the principles of the Honor Code will set the standard for and influence everything you do! Never fear the truth and never compromise honor or truth for expediency."

b. The element most important to the success of the Honor Code is the belief in that code by every person. That belief, together with an appreciation for the importance of honor, will foster the assurance that you can put complete trust in your comrades. Honor and trust are the cohesive agents, which transform a group into a unit.

c. The Honor Code is based on the principle that integrity is an essential attribute for all officers. At OCS, the Honor Code is emphasized and candidates must understand its scope and intent. Each candidate must employ it in everything they do.

(1) **Lying.** Candidates violate the honor code by lying if they make an oral or written statement or gesture of communication in the presence of, or to, another, intending to deceive or mislead. Quibbling is creation of false impressions through evasive wording, the omission of relevant facts, or telling a partial truth, and is a form of lying.

(2) **Cheating.** Candidates violate the honor code by cheating if they willingly take information, which does not belong to them, or present material that is not an example of their own work, to gain an advantage.

(3) **Stealing.** Candidates violate the honor code by stealing if they wrongfully take, obtain, or withhold, by any means, from the possession of the owner (or any other person), any money, personal property or article of value of any kind, with the intent to deprive or defraud another person of the use or benefit of the property. Candidates are considered to be stealing when they take, obtain, or withhold any item without the expressed permission or knowledge of the owner.

(4) **Toleration.** Candidates violate the honor code by toleration if they fail to report an unresolved incident with honor implications to the proper authority within a reasonable time period. Proper authority will usually be the Platoon Chain of Command, Platoon Trainer or an honor council representative. However, an incident could also be reported to an instructor or member of the support staff. A reasonable length of time is the time it takes to confront the suspected violator and determine whether the incident was a misunderstanding or actually a violation of the honor code.

d. **There is a distinct difference between an honor violation and a disciplinary violation.** Although honor and discipline are in many ways complimentary, it is essential that the Officer Candidate completely understand the difference. To be guilty of an Honor Code Violation, you must have violated one of the four provisions of the Honor Code. A disciplinary violation involves a breach of policy or regulations.

4-3. The Honor Council.

a. The honor council investigates and makes recommendations to the OCS Battalion Commander with regard to any alleged or actual violations of the honor code. The honor council consists of four elements: the Senior Platoon Trainer Officer, a minimum of two Officer Candidates (usually the president and vice president), at least two other cadre or staff members and a recorder.

b. Senior Platoon Trainer. The duties of the Senior Platoon Trainer will include providing direction and advice to the honor council. The Senior Platoon Trainer will not vote unless there is a tie among the other council members. He will notify the OCS Battalion Commander of the results of all hearing and recommend retention or relief of the candidate(s) involved.

c. Investigations. A preliminary investigation of alleged violations is conducted by the SR Platoon Trainer during Phase I, Phase II and Phase III. Every fact of the alleged violation is explored. Written statements must be obtained from the principle witnesses.

(1) An example of an investigation is as follows. OC Doe is seen apparently cheating during an exam. The instructor informs the Senior Platoon Trainer that this occurs. The Senior Platoon Trainer conducts the investigation, by speaking with the individual, and other classmates. If there is sufficient evidence, the Senior Platoon Trainer then convenes an Honor Council.

(2) Prior to the hearing, the SR Platoon Trainer informs the alleged violator of the following:

- (a) He is bound by the honor code to tell the truth.
- (b) The charges relating to the violation and the identity of the accuser.
- (c) He may bring in any evidence, or call on any witness, on his behalf.
- (d) He may make an oral or written statement.
- (e) He has the right to be represented by another candidate.

d. Conduct of the Hearing. Normally, the hearing is conducted within 24 hours. The Senior Platoon Trainer will determine if all procedural items have been accomplished and the accused is prepared to plead his/her case. The following are the rules and procedures for the hearing:

(1) The SR Platoon Trainer presents the case to the committee. There must be at least three committee members present at the hearing.

(2) The violator and accuser will not be present in the hearing at the same time.

(3) The Senior Platoon Trainer is present throughout the entire hearing. Alleged violators are considered not guilty until proven otherwise. A majority of votes cast in secret ballot, will be required to find a candidate guilty of an honor code violation.

(4). Staff or Candidates who have been part of the investigation or who are biased in any way will not sit on the council and the Senior Platoon Trainer will select another member.

(5) A candidate found guilty of an honor code violation is recommended by the council for dismissal from the OCS program. The verdict and recommendation of an Honor Board will be forwarded to the OCS / GS Battalion Commander. If the OC is found not guilty, the verdict is forwarded through the OCS / GS Battalion Commander in the form of the minutes of the meeting. The OCS / GS Battalion Commander will make final decision for candidate disposition after looking at the facts and the Honor Council's recommendation.

A VIOLATION OF THE HONOR CODE IS CAUSE FOR DISMISSAL!

Chapter 5

OFFICER CANDIDATE RELIEF, RECYCLE, AND RESIGNATION

5-1. Purpose. This chapter prescribes the policies and procedures for the relief or recycle of an officer candidate in the OCS program and provisions for the relief/dismissal of officer candidates from training.

5-2. Scope. These policies and procedures apply to all officer candidates in the ARNG OCS program during all phases of training, both traditional and accelerated.

5-3. Definitions. The ARNG OCS program provides two official remedies for soldiers who do not meet course requirements, require disciplinary action, or cannot successfully continue OCS training. Commanders at all levels are not restricted to these remedies and may provide remedies as the situation dictates with the means available; however, these remedies are provided. Candidates relieved/dismissed, and resignations from the OCS program will be administratively reduced to the rank held prior to enrollment in OCS within one month. Date of Rank (DOR) will be the DOR held prior to enrollment to OCS.

a. **Relief from current phase of training.** This is the relief/dismissal of an officer candidate from the current phase of training he/she is in for one of the reasons outlined in paragraph 5-6i. The candidate is returned to their home state/unit of assignment for further action on relief from the OCS program or to be recycled.

b. **Relief from OCS Program.** This occurs when a candidate is relieved/ dismissed from the current phase of training and returns to their home state. The OCS company commander at their home state recommends relief from the OCS program to the GS/OCS Battalion Commander for approval.

c. **Recycle.** Recycle occurs when an officer candidate is relieved/dismissed from the current phase of training and returns to their home state/unit. The home state is responsible for determining if the candidate is to be recycled. If the candidate is recycled, he/she must start at the beginning of the phase in which they were relieved/dismissed. If the candidate is not recycled, he/she will be administratively reduced IAW the provisions specified in paragraph 5-3 above.

d. **Resignation.** Resignation occurs when an officer candidate resolves to leave OCS training, submits this request in writing, and is granted this request by the commander.

5-4. Approval Authority. OCS Battalion and OCS Companies in each State will develop and implement a detailed local SOP for relief and recycle IAW AR 350-1 and provisions of this CMP.

a. Accelerated and Consolidated Phase I and III. The OCS Battalion Commander at an Accelerated (all phases) or Consolidated phase I and III has the authority to relieve soldiers from the current phase of training for which they supervise if the soldier fails to meet any of the reasons listed in 5-6i.

b. The authority to relieve or recycle a soldier from the ARNG OCS program resides in the soldier's home state only. Soldiers may only be relieved from or recycled in the OCS program by the authority of the first O5 in the candidate's chain of command (OCS Battalion Commander or GS Battalion/RTI Commander) in the officer candidate's home state. If the decision to relieve a candidate is made, the commander must determine if the soldier is to be relieved with prejudice or without prejudice.

(1) Relief without prejudice. IAW AR 350-1, disenrollment for illness, injury, or other reasons beyond the control of the individual will be made without prejudice. This type of relief allows the soldier the option of reapplying for a future class enrollment.

(2) Relief with prejudice. Occurs when in the opinion of the approval authority (described in Paragraph 5-4, b. above), the soldier should be removed from the ARNG OCS program without the option to reapply for a future class enrollment. This is normally reserved for serious, involuntary reasons for relief.

5-5. Removing Soldiers from POI Training. The only person authorized to remove an officer candidate from training is the approval authority (described in Paragraph 5-4). Officer candidates continue to attend all POI training until final disposition on relief, recycle or appeal is determined. The approval authority may remove officer candidates from POI training before final disposition if they determine that the officer candidate's presence constitutes a significant training distracter for other candidates or constitutes a safety hazard to other candidates or cadre. However, if an OC appeals and the appeal favors the OC and they are allowed to continue in the OCS program, the responsible OCS commander must provide OC with all missed/make-up training.

5-6. Recommendations/Procedures for Relief or Recycle.

a. Responsibilities.

(1) Platoon Trainer. The candidate must first be counseled in writing (DA Form 4856) that he/she is in jeopardy of being relieved or recycled. The counseling must contain the areas in which the candidate must improve, or actions that the candidate must discontinue in order to maintain enrollment in the current class, along with a specified amount of time they have to complete the corrective action. If the candidate does not improve or does not discontinue actions as directed, the Platoon Trainer must counsel the candidate a second time in writing (DA Form 4856) recommending him/her for relief or recycle. At this second counseling session, the Platoon Trainer informs the candidate of their appeal rights, para 5-8. This evidence is included in the candidate's record along with counseling forms concerning the recycle or relief. The Platoon Trainer then presents the OCS company commander with complete documentation and evidence concerning all efforts made on the candidate's behalf.

(2) Company Commander. The company commander reviews the training packet, interviews the candidate, and concurs or non-concurs with the recommendation. Record of interview will be in writing (using DA Form 4856). If the OCS company commander decides that the candidate's actions do not warrant relief, the documents are maintained in the candidate record and the candidate continues in the OCS course. If the OCS company commander concurs with the recommendation, the packet is forwarded to the OCS Battalion Commander, the GS Battalion/RTI Commander, or the Regimental / Battalion Commander, as appropriate.

(3) Commander (OCS Battalion, GS Battalion or Regimental). The commander reviews the packet along with the candidate's records, receives input from the candidate's chain of command, and interviews the candidate. The commander can concur or non-concur with the recommendation or take other action as appropriate. The Commander will record his/her recommendation in Part IV of the Company Commander's DA Form 4856.

b. Dismissal for misconduct, lack of motivation, academic deficiency or failure to maintain physical fitness or height and weight standards will be recorded on the OCs End of Course Summary, if applicable, in accordance with the provisions of this CMP. In accordance with AR 600-8-2, soldiers disenrolled for disciplinary reasons may be flagged. Soldiers disenrolled for misconduct may be barred from reenlistment in accordance with AR 601-280, AR 140-111 and NGR 600-100.

c. Disenrollment for illness, injury, compassionate transfer or other reasons beyond the control of the individual will be made without prejudice. The O5 commander will prepare a DD Form 785 (Record of Disenrollment for Officer Candidate-Type Training) to the Officer Candidate's State OCS company/RTI commander stating the reason for termination and that the student will be eligible to re-enroll as soon as conditions that led to disenrollment no longer exist.

d. The Federal UCMJ and/or UCMJ from one state do not apply to ARNG soldiers under Title 32, U.S. Code from another state. Accordingly school commanders will forward an ARNG Soldier's case to that Soldier's respective State Adjutant General for appropriate disposition.

e. School commanders will ensure student records are complete and audit trails are maintained for all personnel actions.

f. Final Disposition. The candidate packet and recommendation for recycle or relief is then forwarded to the candidate's home state OCS or GS Battalion/RTI commander for disposition.

g. Records. Records for a candidate being relieved are maintained for 5 years with a DD Form 785, (Record of Disenrollment from Officer Candidate-Type Training) at the school relieving the candidate and then destroyed (IAW AR 25-400-2). These records must include a completed "End of Course Summary". Recycled candidate's records are maintained on file until the candidate resumes training at the start of the phase which previously dropped. The candidate's record then again becomes the candidate's active record. All documents concerning the recycle are maintained in the candidate's record.

h. Reasons for Recycle. The State Company Commander with approval from the first O5/GS Battalion Commander determines the grounds for recycle. They may include, but are not limited to the following:

(1) Compassionate or hardship reasons. Health, welfare or financial problems of immediate family members that substantially interfere with successful continuation in the course or causes candidates to miss 12 or more hours of scheduled training.

(2) Disqualifying physical conditions (medical). Inability to complete the course because of poor health or missing training through hospitalization, appointments or duty limitations directed by a medical officer.

Physical profiles are administered to prevent soldiers from exercising personal zeal beyond their physical limitations. The Company Commander considers a possible recycle for profiles that:

(a) Cause a candidate to limit participation in physical activities, routine duty, or miss excessive amount of scheduled physical training periods.

(b) Require confinement to quarters for a contagious sickness or illness causing the OC to miss 12 or more hours of scheduled training.

(c) Prevent a candidate from participating in mandatory course requirements or miss a portion of critical training. Examples are: Leaders' Reaction Course, APFT, FLX I, II, road marches, physical training runs, and so forth.

(3) Disciplinary reasons. Failure to cooperate in routine requirements or failure to adhere to course standards of obedience are two possible reasons for disciplinary action. Candidates who receive repeated disciplinary actions are recommended for recycle or relief. Candidates committing any offense punishable by applicable laws and / or military regulations are considered for relief under this provision.

(4) Failed leadership evaluations. Candidates who fail to display improvement in leadership and who continue to receive subpar leadership evaluations must be considered for relief or recycle. OCS Company Commanders who do not feel that an officer candidate possesses the leadership skills, attitudes, and knowledge to become a successful second lieutenant must prevent the candidate from graduating from Phase II and proceeding to Phase III, and must consider the candidate for recycle or relief.

(5) Failure to progress. Defines a candidate who shows marginal progress in performance, physical fitness, leadership evaluations, demonstrated motivation, attitude, aptitude, and conduct when compared to that candidate's peers.

(6) Failure to meet graduation requirements.

i. Reasons for Relief. The OCS Battalion Commander at Consolidated Phase Training or the State OCS BN/GS Battalion Commander determines the grounds for relief. They may include, but are not limited to the following.

(1) Honor Code violations. A candidate will not lie, cheat, steal, nor tolerate those who do. A violation of this code may result in a recommendation for relief. See Ch.4 above for detailed information concerning the Honor Code. Cadre and staff also have additional guidance published in the ARNG CMP, dated 1 MAY 2008.

(2) Academic failure. Academic failure is defined as a failure to attain 70% on any of the academic evaluations and the subsequent scheduled retest.

(3) Failure to progress. This is a candidate who fails to show progress in performance, physical fitness, subjective evaluations, motivation, attitude, aptitude, or conduct. Such progress is less than acceptable and is detrimental to the interest of the other students in the class.

(4) Disciplinary reasons. Failure to cooperate in routine requirements or adhere to course standards of obedience are possible reasons for disciplinary action. Candidates who receive repeated disciplinary actions are recommended for recycle or relief. Candidates committing any offense punishable under applicable laws and / or military regulations are considered for relief under this provision.

(5) Failed leadership evaluations. Candidates who fail to display improvement in leadership and who continue to receive subpar leadership evaluations must be considered for relief or recycle. OCS Company Commanders who do not feel that an officer candidate possesses the leadership skills, attitudes and knowledge to become a successful second lieutenant must prevent the candidate from graduating from Phase II and proceeding to Phase III, and must consider the candidate for recycle or relief.

(6) Lack of adaptability. A candidate who fails to adapt to the stringent environmental conditions of discipline, soldierly habits, teamwork, and mental and physical stress can be considered for relief. A candidate who exhibits behavior contradictory to normally expected behavior can be referred to the OCS Company Commander for further evaluation prior to a relief recommendation.

(7) Lack of motivation. Lack of motivation is characterized by a candidate's failure to exert reasonable effort to succeed, constant malingering, or a personal attitude, which demonstrates little or no desire to complete a course of action or mission.

(8) Falsifying or omitting facts or information. Knowingly falsifying or omitting facts concerning enrollment or commissioning requirements or documents may be reasons for relief.

(9) Misconduct. Misconduct includes but is not limited to:

(a) Candidate-Candidate or Candidate-Cadre fraternization. OCS is a gender-integrated environment and is an intense 24-hour a day course of instruction. Candidate teamwork and loyalty is paramount in the development of leaders. A candidate's actions must be embedded in the Army's core values: loyalty, duty, respect, selfless service, honor, integrity and personal courage. Therefore, candidates do not engage in fraternization. Failure to follow these guidelines may result in relief from the course. Male and female candidates and cadre interact closely with one another and must exercise self-discipline and good judgment to prevent compromising situations. **Male and female candidates are not authorized to engage in any real or perceived conduct with one another that is conduct unbecoming of an officer and contrary to accepted Army standards for values, ethics, and the current Code of Conduct.** For more detailed information on what constitutes fraternization see the Platoon Trainer Staff to consult the ARNG CMP, dated 1 JULY 2009 or to consult the Office of the Staff Judge Advocate (OSJA).

(b) Unauthorized alcohol use.

(c) Integrity issues.

(d) Possession, use, sale, or transfer of any narcotic, hallucinogen, controlled substance or narcotics paraphernalia.

(e) Conduct that would constitute a violation of applicable laws and/or military regulations and/or the Honor Code.

5-7. Candidate Resignations. Every effort must be made by the ARNG OCS cadre to counsel and advise an individual toward the successful completion of OCS. In cases where these efforts do not prevent an officer candidate from requesting resignation the following procedures are followed.

a. Responsibilities.

(1) Officer candidate. The officer candidate must submit his/her request for resignation from the ARNG OCS program in writing to the cadre chain of command.

(2) Cadre. The Platoon Trainer counsels the candidate on a DA Form 4856 detailing the procedure for and the consequences of resignation. The Platoon Trainer also submits written comments on the candidate's potential to the company commander, along with the candidate's written resignation and complete candidate record.

(3) Company commander. The company commander interviews the candidate and counsels the candidate on a DA Form 4856 on the consequences of his/her resignation. He/she may add his/her own comments to the Platoon Trainer's written comments on the candidate's potential before forwarding the entire packet to the OCS/GS Battalion or Regimental Commander.

(4) OCS or GS Battalion Commander (approval authority). The Battalion Commander interviews the candidate, counsels the candidate on the consequences of his/her resignation, and accepts the candidate's resignation if the candidate is determined to resign from the ARNG OCS program. The final decision of the Battalion Commander is recorded on a DA Form 4856 Part IV initiated by the OCS Company Commander.

b. Final Disposition. After the Battalion Commander accepts the officer candidate's resignation, the candidate is removed from training. The Platoon Trainer and the OCS company commander complete the end of course summary and place it in the candidate's record.

c. Records. Records are maintained on file at the home state on all officer candidates who resign. These records include the completed end of course summary on the officer candidate.

d. Withdrawing a resignation. If the candidate elects to withdraw the resignation before it is forwarded to the OCS or GS Battalion Commander, the documents are retained in the candidate record with the DA Form 4856 Part IV completed by the Company Commander explaining the candidate's decision. A resignation in lieu of relief is processed as a relief.

5-8. Candidate Rights. The following procedures apply in cases where relief/dismissal is considered for motivational, disciplinary, or academic reasons:

a. IAW AR 350-1 and TR 350-18, the Platoon Trainer will notify the student in writing of the proposed action, the basis for the action, the consequences of disenrollment, and the right to appeal. The Platoon Trainer will advise the student that from receipt of the written notification of dismissal action, the student has 2 duty days to acknowledge by written endorsement. The endorsement must indicate whether or not the student intends to

appeal the dismissal action. Said appeal must be submitted within 7 duty days after receipt of the written notification of the dismissal action by the Battalion Commander. Appeals will be submitted to the school commandant or commander.

(1) Appeals will be forwarded to the school commandant or commander who will refer the proposed action and the appeal to the OSJA to determine legal sufficiency of the dismissal decision. All appellate actions will become part of the student's case file. Commandants and commanders will make their final decision on dismissals after considering the supporting OSJA recommendation. In cases where an OSJA is not available, the commandant or commander will forward appeals to the commander who has General Court Martial Convening Authority (GCMCA) for review and final decision.

(2) Students who elect to appeal will remain actively enrolled in the course pending disposition of their appeals.

(3) All appeals must clearly provide new evidence not previously considered by the Approving Authority.

b. Resign in lieu of relief. Candidates are counseled that resignation is an option but it voids any appellate rights and that it may not necessarily better their chances of returning to OCS.

c. Appeal Packets consist of the appeal consideration memorandum and at a minimum and the following attachments, if applicable. Local OSJA offices may require more documentation.

(1) 3rd party statements

(2) statements from the chain of command

(3) other official documents or evidence

d. Upon receipt of the appeal packet, the RTI Commander ensures the packet is complete and coordinates for OSJA review.

e. The OSJA reviews the appeal packet for legal sufficiency and provides the RTI Commander with its recommendation.

f. The RTI Commander will make the final decision after considering the OSJA's recommendation.

g. The RTI Commander will notify the Approval Authority of the final decision and counsel the candidate on the decision.

h. The decision of the RTI Commander is final.

i. If the candidate wins the appeal he/she will continue on with training. If the candidate had been removed from training he/she must be provided a fair opportunity to make up the missed training. The OCS Company Commander and the Sr. Instructor will coordinate the missed training.

j. If the candidate loses the appeal he/she will be relieved from training, out processed per the local SOP and returned to his/her home state for further disposition.

k. All paperwork regarding any relief procedure will be maintained by the OCS Battalion and a copy sent to the candidate's home state. Relief/disenrollment paperwork is maintained for 5 years and then destroyed IAW AR 25-400-2.

l. Relief flow charts are located in the SEP (Student Evaluation Plan).

Chapter 6

LEADERSHIP RATINGS AND REPORTS

6-1. General. Each individual has the capability to lead others. The primary function of this program is to develop and assess this capability so that the individual not only has the capability, but the ability to lead others. In accomplishing this, the personnel upon whom this responsibility has been placed use many tools: pressure, encouragement, explanation, reprimands, counseling, etc. The cadre and staff are here to develop leaders who can assume the responsibilities and duties of commissioned officers. The goal is that by the completion of the course of instruction, every Officer Candidate will possess the necessary qualities of leadership. Leadership development of the Officer Candidate is progressive throughout the course and is accomplished through practical application, constructive counseling and other appropriate instructional media. This chapter provides necessary guidance for employing the Leadership Assessment Program (LAP).

a. The primary purpose of OCS is to develop and assess leadership. Therefore, the primary focus of evaluation must be directed to assessing candidate performance in this area. While total objectivity can never be obtained, the use of standardized forms and definitions greatly enhances impartial leadership evaluation.

b. The OCS Leadership Assessment Program is implemented in a physically and mentally demanding environment. Its foundation is in FM 6-22, chapters 2, 4, 5 and 6. The candidate is evaluated on the Army Values, required Core Leader Competencies and Leadership Attributes as defined and described in FM 6-22.

c. The standard established in the LAP is the leadership performance expected of a *Second Lieutenant*. Candidates are evaluated on their ability to meet this established standard. Those who possess the actions, skills and attributes necessary to become successful leaders will be commissioned as Second Lieutenants.

d. The leadership evaluation of candidates has two principal parts: evaluations performed by Platoon Trainers and peer evaluations/ratings. The greatest weight is given to the Platoon Trainer assessments. It is the Platoon Trainer who is expected to know what is expected of a Second Lieutenant.

6-2. Evaluation Tools. *Leadership evaluation at OCS measures performance not potential.* OCS is structured to afford each candidate many opportunities to perform and demonstrate his/her capabilities. Performance is measured in a variety of ways. All of these methods provide OCS cadre with feedback regarding the strengths and weaknesses of a candidate.

a. Physical Fitness Assessments. The Army Physical Fitness Test (APFT), Leadership Reaction Course (LRC), Foot Marches, and the physical fitness program are executed regularly by the candidates.

b. Writing assignments: essays, book reports, routine correspondence, Operation Orders (OPORDs), and After Action Reports (written AARs).

c. Oral Presentations: military briefings, candidate led instruction, and issuance of combat orders.

d. Formalized practical exercises and examinations: textbook assessments conducted during and at the end of blocks of instruction.

e. Chain of Command: Candidates take on the various roles of leadership typically found in an infantry company: commander, executive officer, first sergeant, platoon leader, platoon sergeant, squad leader, and team leader. While in these positions, candidates are expected to demonstrate the appropriate level of command presence and accomplish the duties and responsibilities of that role.

6-3. Leadership Forms. The OCS leadership assessment program uses five (5) forms. These are used to record observations and form the basis for counseling:

a. Leadership Observation Report (LOR) or Spot Report (Green Card - Cadre prepared).

b. Leadership Evaluation Report (LER) (White Copy Bond, 8.5" x 11" – Cadre prepared/final document).

c. Field Leadership Evaluation Report (FLER) (Tan Card – Cadre prepared/final document in field).

d. Leadership Evaluation In-Brief Form (LEIB) (Blue Card – Cadre prepared and OC acknowledged/first document).

e. Candidate Self Assessment Report (C-SAR) (Yellow Card – Candidate prepared). The C-SAR is a performance report submitted by the Officer Candidate. The C-SAR allows the Officer Candidate to assess his own performance strengths, weaknesses, and plans for improvement. Each Officer Candidate filling a rated position within the OC CoC will bring completed C-SARs with him/her to formal counseling. The C-SAR will be completed using the “TER” format. (See example.)

- “T” ime
- “E” vent
- “R” esults

CANDIDATE SELF-ASSESSMENT REPORT				
1. NAME (Last, First, MI) Doe, John, T.	2. CO/PLT/SQD B/1 ST /1 ST	3. LAST FOUR 1234	4. PHASE II	5. DUTY POSITION PL
6. UNIT _____ COMPANY		FROM: DAY/MONTH/YEAR 011800AUG2009		TO: DAY/MONTH/YEAR 021800AUG2009
7. Roster #: PA001				
<p>SUMMARY OF PERFORMANCE (Describe the assigned <u>T</u>ime, the <u>E</u>vent, and the <u>R</u>esults)</p> <p>T: 1805 E: Formation to move to chow. I turned over the platoon to the platoon sergeant. R: The platoon sergeant took charge and took the platoon to chow.</p> <p>T: 1820 E: Formation outside of dining facility. I was not in the proper position. CPT Ray asked me if I was 6 steps in front of the platoon. R: I corrected my position in the formation.</p> <p>T: 2030 E: Barracks maintenance. Squads were not assuring that all foot gear and locker displays were uniform throughout the platoon/company. R: I appointed one person in the platoon to align all foot gear displays and locker displays.</p>				

ARNGOCS Form 4

SUMMARY CONTINUED (List primary strengths and weaknesses)

Candidates mark out heading and continue on with "TER" as on front of card

ACTIONS I WILL TAKE TO IMPROVE

CANDIDATE SIGNS AND DATES ALL CARDS

CANDIDATE SIGNATURE

Jonathan T. Doe

DATE

012100AUG2008

ARNGOCS Form 4

SUMMARY CONTINUED (List primary strengths and weaknesses)

(The Last C-SAR card for the rating period will include 3 Sustains & 3 Improves)

Sustain

- Physical Stamina
- Written Communications
- Planning and Organization

Improve

- Oral Communication
- Delegation
- Judgment

ACTIONS I WILL TAKE TO IMPROVE

CANDIDATE DOES NOT WRITE IN THIS BLOCK. CORRECTIVE ACTIONS GIVEN BY THE PLATOON TRAINER WILL BE WRITTEN ON THE LER. CANDIDATE WRITES "SEE LER" IN THIS BLOCK AS BELOW. DO NOT MARK OUT LINES ON THE LAST CARD.

"SEE LER"

CANDIDATE SIGNATURE

Jonathan T. Doe

DATE

021900AUG2008

ARNGOCS Form 4

6-4. Definitions of Ratings.

a. Candidate receives an “**E**” if she/he did an **excellent** job and consistently exceeds the standard of a BOLC I candidate and demonstrated values, actions, skills and attributes of a newly commissioned Second Lieutenant. The candidate demonstrated the ability to operate independently outside of the company and battalion with limited guidance and supervision.

b. Candidate receives an “**S**” if she/he was **satisfactory** at demonstrating the values, actions, skills and attributes expected of an officer candidate. The candidate demonstrated the minimum standard.

c. Candidate receives an “**N**” if she/he demonstrated a **not satisfactory** performance and failed to meet the standard and did not demonstrate the values, actions skills and attributes expected of an officer candidate.

6-5. Army Values. The Army Values consist of the principles, standards, and qualities considered essential for successful Army leaders. The Army Values are the filter for all Core Leader Competencies and Leadership Attributes.

a. Loyalty. Bear true faith and allegiance to the US Constitution, the Army, your unit and other soldiers.

b. Duty. Fulfill your obligations.

c. Respect. Treat people as they should be treated.

d. Selfless Service. Put the welfare of the nation, the Army and subordinates before your own.

e. Honor. Live up to all the Army values.

f. Integrity. Do what is right - legally and morally.

g. Personal Courage. Face fear, danger, or adversity (physical and moral).

6-6. Core Leader Competencies. Core Leader Competencies emphasize the roles, functions and activities of what leaders do. The following provide additional detail on component categories and actions that help convey what each competency involves.

a. **Leads**. Leading is all about influencing others. Leaders and commanders set goals and establish a vision, and then must motivate and influence others to pursue the goals.

(1) Leads others. Leaders motivate, inspire, and influence others to take initiative, work toward common purpose, accomplish critical tasks, and achieve organizational objectives. Influence is focused on compelling others to go beyond their individual interests and to work for the common good.

(a) Establishes and imparts clear intent and purpose.

(b) Uses appropriate influence techniques to energize others.

(c) Conveys the significance of the work.

(d) Maintains and enforces high professional standards.

(e) Balances requirements of mission with welfare of followers.

(f) Creates and promulgates vision of the future.

(2) Extends influence beyond the chain of command. Leaders need to influence beyond their direct lines of authority and beyond chains of command. This influence may extend to joint, interagency, intergovernmental, multinational, and other groups. In these situations, leaders use indirect means of influence: diplomacy, negotiation, mediation, arbitration, partnering, conflict resolution, consensus building, and coordination.

(a) Understands sphere of influence, means of influence, and limits of influence.

(b) Builds trust.

(c) Negotiates for understanding, builds consensus, and resolves conflict.

(d) Builds and maintains alliances.

(3) Leads by example. Leaders constantly serve as role models for others. Leaders will always be viewed as the example, so they must maintain standards and provide examples of effectiveness through all their actions. All Army leaders should model the Army Values. Modeling provides tangible evidence of

desired behaviors and reinforces verbal guidance through demonstration of commitment and action.

(a) Displays character by modeling the Army Values consistently through actions, attitude, and communications.

(b) Exemplifies the Warrior Ethos.

(c) Demonstrates commitment to the Nation, Army, unit, Soldiers, community, and multinational partners.

(d) Leads with confidence in adverse situations.

(e) Demonstrates technical and tactical knowledge and skills.

(f) Understands the importance of conceptual skills and models them to others.

(g) Seeks and is open to diverse ideas and points of view.

(4) Communicates. Leaders communicate effectively by clearly expressing ideas and actively listening to others. By understanding the nature and importance of communication and practicing effective communication techniques, leaders will relate better to others and be able to translate goals into actions. Communication is essential to all other leadership competencies.

(a) Listens actively.

(b) Determines information-sharing strategies.

(c) Employs engaging communication techniques.

(d) Conveys thoughts and ideas to ensure shared understanding.

(e) Presents recommendations so others understand advantages.

(f) Is sensitive to cultural factors in communication.

b. Develops. Developing the organization, the second category, involves three competencies: creating a positive environment in which the organization can flourish, preparing oneself, and developing other leaders.

(1) Creates a positive environment. Leaders have the responsibility to establish and maintain positive expectations and attitudes that produce the setting for healthy relationships and effective work behaviors. Leaders are charged with improving the organization while accomplishing missions. They should leave the organization better than it was when they arrived.

(a) Fosters teamwork, cohesion, cooperation, and loyalty.

(b) Encourages subordinates to exercise initiative, accept responsibility, and take ownership.

(c) Creates a learning environment.

(d) Encourages open and candid communications.

(e) Encourages fairness and inclusiveness.

(f) Expresses and demonstrates care for people and their well-being.

(g) Anticipates people's on-the-job needs.

(h) Sets and maintains high expectations for individuals and teams.

(i) Accepts reasonable setbacks and failures.

(2) Prepares Self. Leaders ensure they are prepared to execute their leadership responsibilities fully. They are aware of their limitations and strengths and seek to develop themselves. Leaders maintain physical fitness and mental well-being. They continue to improve the domain knowledge required of their leadership roles and their profession. Only through continuous preparation for missions and other challenges, being aware of self and situations and practicing lifelong learning and development can an individual fulfill the responsibilities of leadership.

(a) Maintains mental and physical health and well-being.

others. (b) Maintains self awareness: employs self understanding, and recognizes impact on

(c) Evaluates and incorporates feedback from others.

(d) Expands knowledge of technical, technological, and tactical areas.

(e) Expands conceptual and interpersonal capabilities.

(f) Analyzes and organizes information to create knowledge.

(g) Maintains relevant cultural awareness.

(h) Maintains relevant geopolitical awareness.

(3) Develop Others. Leaders encourage and support others to grow as individuals and teams. They facilitate the achievement of organizational goals through assisting others to develop. They prepare others to assume new positions elsewhere in the organization, making the organization more versatile and productive.

(a) Assesses current developmental needs of others.

(b) Fosters job development, job challenge, and job enrichment.

(c) Counsels, coaches, and mentors.

(d) Facilitates ongoing development.

(e) Supports institutional-based development.

(f) Builds team or group skills and processes.

c. Achieves. Achieving is the third competency goal. Ultimately, leaders exist to accomplish those endeavors that the Army has prescribed for them. Getting results, accomplishing the mission, and fulfilling goals and objectives are all ways to say that leaders exist at the discretion of the organization to achieve something of value.

(1) Gets Results. A leader's ultimate purpose is to accomplish organizational results. A leader gets results by providing guidance and managing resources, as well as performing the other leader competencies. This competency is focused on consistent and ethical task accomplishment through supervising, managing, monitoring and controlling of the work.

(a) Prioritizes, organizes, and coordinates tasking for teams or other organizational structures/groups.

(b) Identifies and accounts for individual and group capabilities and commitment to task.

(c) Designates, clarifies, and de-conflicts roles.

(d) Identifies, contends for, allocates, and manages resources.

(e) Removes work barriers.

(f) Recognizes and rewards good performance.

(g) Seeks, recognizes, and takes advantage of opportunities to improve performance.

(h) Makes feedback part of work processes.

(i) Executes plans to accomplish the mission.

(j) Identifies and adjusts to external influences on the mission or tasking and organization.

6-7. Leadership Attributes. The core leader competencies are complemented by attributes that distinguish high performing leaders of character. Attributes are characteristics that are an inherent part of an individual's total core, physical, and intellectual aspects. Attributes shape how an individual behaves in their environment. Attributes for Army leaders are aligned to identity, presence, and intellectual capacity.

a. **A Leader of Character (Identity).** Factors internal and central to a leader, that which makes up an individual's core.

(1) Army Values.

- (2) Empathy.
- (3) Warrior Ethos.

b. **A Leader with Presence.** How a leader is perceived by others based on the leader's outward appearance, demeanor, actions, and words.

- (1) Military Bearing.
- (2) Physically Fit.
- (3) Confident.
- (4) Resilient.

c. **A Leader with Intellectual Capacity.** The mental resources or tendencies that shape a leader's conceptual abilities and impact of effectiveness.

- (1) Agility.
- (2) Judgment.
- (3) Innovative.
- (4) Interpersonal tact.
- (5) Domain Knowledge.

6-8. Leadership Positions.

a. Student Leadership Tour of Duty. The Senior Platoon Trainer will establish and assign the student chain-of-command and ensure that each OC is rated a minimum of one time during the cycle.

b. Prior to each tour of duty, a Candidate In-brief form will be completed.

c. Upon completion of each tour of duty in the student chain-of-command, the OC will:

(1) Complete Candidate Self-Assessment Report cards as directed by the evaluating Platoon Trainer. This will be turned into the Platoon Trainer within the prescribed time. (Normally one C-SAR Card after each meal, during the candidate's tenure in his/her Student Leadership Tour of Duty.)

(2) Receive a completed Leadership Evaluation Report (LER). Part of the process will include reading and acknowledging LOR cards. This will occur in conjunction with a formal counseling.

(3) Thoroughly brief the incoming chain-of-command. This briefing will include all of the necessary information required for the new chain-of-command to carry on with the mission and conduct follow-on business.

d. Duties and Responsibilities. The Chain-of-Command (CoC) determines how to efficiently use its time, manpower, and materials to accomplish assigned tasks. Rated positions within the Company CoC are:

- (1) Candidate Company Commander (CO)
- (2) Candidate Executive Officer (XO)
- (3) Candidate First Sergeant (1SG)
- (4) Candidate Platoon Leader (PL)
- (5) Candidate Platoon Sergeant (PSG)
- (6) Candidate Squad Leader (SL)

6-9. Leadership Evaluations.

a. Leadership evaluation is conducted by:

- (1) Platoon Trainer Officers
- (2) Platoon Trainer NCOs

b. Leadership Evaluation Report (LER): The LER rates the OC on Army Values, actions, skills and attributes using the above described "E-S-N" scale of ratings. The Platoon Trainer must rate as many areas as possible depending on their observations made during the tour of duty. Reasons for the assigned ratings are found within the observations described in the LOR cards.

c. Leadership Observation Report (LOR): The LOR records a single action/expectation of the OC/event. The OC does not have to be in a leadership position to receive a LOR. It is used as an observation tool and not an isolated assessment in and of itself. However, a series of LORs in an OC's file over time will reveal trends-positive or negative-in that OC's performance and abilities. LORs are the basis for assigned ratings on each of the CoC Candidate's LER.

d. DA Form 4856 Counseling Statement: The DA Form 4856 will be used to counsel an OC for outstanding positive or negative academic, leadership, or other actions. It is also used for initial, mid-cycle, peer evaluation, and close out counseling. The DA 4856 will be completed by a Platoon Trainer officer or NCO.

e. Instructors: Instructors may utilize the Leadership Observation Report when they see remarkable examples of strong or weak leadership.

f. Officer Candidates:

(1). Candidate Self-Assessment Report: The candidate self-assessment report is completed by the OC during and following a tour of duty in a leadership position. This report provides information concerning the OC's perception of his performance. An example of how this card is to be filled out is found above, in paragraph 6-3e. In the section labeled "ACTIONS I WILL TAKE TO IMPROVE", OCs will indicate "See LER" if the OC is in the CoC and will receive an LER at the conclusion of the tour.

(2) Candidate's Plan for Improvement: The candidate will fill out his/her Plan for Improvement located on the back of the LER, after he/she has been counseled by the Platoon Trainer Officer/NCO.

(3) Peer Evaluations

(a) A part of the OCS Program involves teaching the candidate how to assess leadership performance in his peers and subordinates. The peer rating process is used as a vehicle to these ends.

(b) Cadre members are not able to evaluate many of the intrinsic dynamics of the squad. Peer evaluations disclose to the OCS Cadre the "silent" leadership characteristics of a class. It can also be useful to discover how each candidate perceives his own progress in the course in relation to his peers. The rated candidate is provided an opportunity to be presented comments made by his classmates.

(c) The peer evaluations help the candidate focus on patterns of behavior he would not otherwise see. This process provides him with insight into how others perceive his leadership style and attitude.

(d) Additionally, OCs must be prepared to objectively evaluate subordinates upon commissioning. Each OC will rank his/her fellow squad members numerically from first to last. The OC will also provide a brief but concise statement as to the leadership strengths and weaknesses that prompted him/her to place his/her fellow OCs in these positions. This statement must comment on performance in the leadership traits, which resulted in the rating, not on personal attacks or personality conflicts.

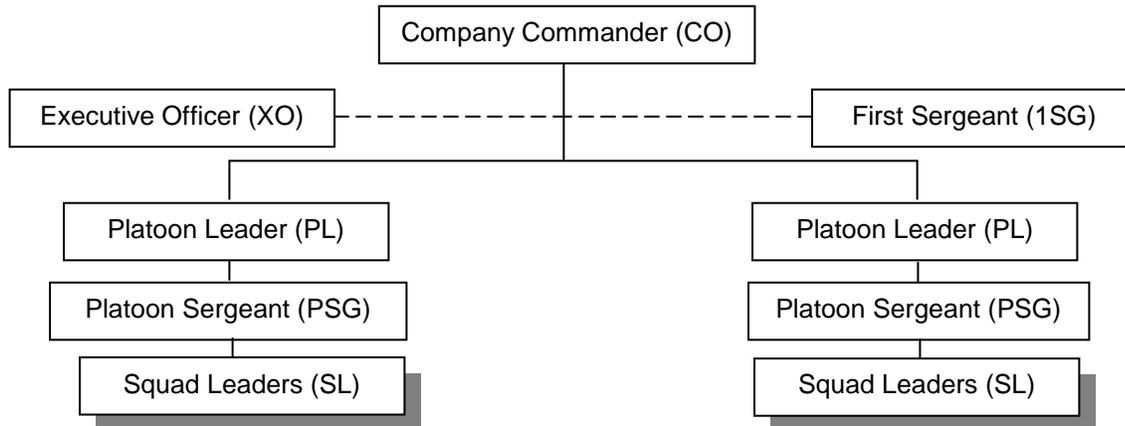
Chapter 7

ORGANIZATION OF CANDIDATE COMPANIES

7-1. General.

a. Officer Candidates occupy all of the command and leadership positions within the OCS companies. A normal tour of duty is 24 hours in length; however, tours of duty during Phase II and Phase III are situational dependant and are at the discretion of the Platoon Trainer Staff.

b. Company organization:



7-2. Duties of the Chain of Command.

a. Company Commander (CO).

(1) General Duties: The Candidate Company Commander is responsible for all that the Company does or fails to do. He plans, makes timely decisions, issues orders, delegates tasks, and personally supervises Company activities. The primary responsibility of the student commander is to gain and maintain control of the company, set the example for his company. When directed, he will write and issue the OC Company OPORD.

(2). The Candidate Commander exercises command through the Candidate Executive Officer (XO), Candidate First Sergeant (1SG), and Candidate Platoon Leaders (PL's).

(3) He is responsible for the morale, welfare, control, and discipline of the Company. He will:

- (a) Supervise the XO and 1SG in accomplishing their missions.
- (b) Supervise PL's in supporting and enforcing all standards, policies, and procedures set forth in the OCS program. Take positive action to correct deficiencies.
- (c) Be responsible for all status reports.
- (d) Move the Company to and from instruction areas in a military manner.
- (e) Enforce all policies and procedures for proper conduct of course.
- (f) The CO must know his duties, responsibilities and actions IAW FM 3-21.5 (D&C).
- (g) When training at platoon level the CO will attend all training periods with his platoon.

(h) In the absence of specific instructions, guidance or orders, the CO will make those decisions necessary to accomplish the mission in accordance with established procedures, safety considerations and common sense.

b. Executive Officer (XO).

(1) General Duties; The XO is the principal assistant to the Candidate Commander. The XO should do everything possible to relieve the Commander of administrative burdens through the proper management of the company resources.

(2) The XO acts as the chief advisor to the Commander and assumes command of the Company in the absence of the commander.

(3) The XO coordinates with the principal instructor for each block of instruction before scheduled training for any special requirements. Upon receiving those instructions, he will report to the CO.

(4) The XO coordinates with the Platoon Trainer Company Commander/Platoon Trainer Company Executive Officer and Food Service Manager for special and ordinary mess needs, including special rations, changes in mess times, and amendments to and implementation of Dining Facility policies/procedures.

(5) The XO coordinates with the Platoon Trainer Company Commander and Platoon Trainer Company Executive Officer for arms issue and turn-in. The XO supervises all supply operations and arrangements.

(6) The XO monitors heat categories and other natural dangers, which threaten warm-weather training, and reports any dangers up the Chain-of-Command (CoC) immediately.

(7) The XO must know his duties, responsibilities and actions IAW FM 3-21.5 (D&C).

(8) The XO is responsible for barracks and building security to include the location of all keys.

(9) The XO is responsible for all sensitive items.

(10) The XO will ensure that all Officer Candidates report for formal counseling (Performance Counseling) with a Candidate Self-Assessment Report (C-SAR).

(11) The XO maintains the XO's book and has it ready for inspection at all times. The XO's book will be neat, presentable, and updated. At a minimum, it includes the following.

(a) Medical Evacuation Procedures

(b) Emergency First-Aid Procedures

(c) Training Schedule

(d) DFAC Menu and Schedule

(e) Daily Weather Information, with Wet Bulb Information, if applicable

(f) Current OC Roster

(g) Platoon Trainer Duty Roster to include building numbers, room numbers and phone numbers

(h) Installation Maps (Cantonment and Tactical)

(i) Relevant Installation telephone and building numbers

(12) Additionally, the following items may be added to the XO's book at the discretion of the cadre CoC or candidate CoC.

(a) Tabbed FM 3-21.5 (Drill and Ceremony)

(b) Tabbed FM 21-20 (Physical Fitness Training)

(c) AR 670-1 (Wear and Appearance of Army Uniforms and Insignia)

(d) AR 25-50 (Preparing and Managing Correspondence)

c. First Sergeant (1SG).

(1) General Duties: The 1SG monitors and coordinates control of all matters pertaining to logistical requirements and administrative actions. Active communication and supervision through the Platoon Sergeants is essential; however, this communication will complement the formal chain-of-command not circumvent it.

(2) Accountability: Accountability of all soldiers is an essential and constant process of updates. The 1SG will maintain an accurate accountability status report at all times. (This will be defaulted to the PSG when platoon level training is incurred.) The 1SG will prepare a report of the Company accountability and submit it to the Platoon Trainer Company Commander or his representative (most likely the Platoon Trainer 1SG). This report will be updated following formations or changes in personnel status. This report should be generated prior to formation whenever possible to provide for time constraints. PSGs will make an informal report to include any OCs not present for duty and the reason for their absence. The completed report will include:

- (a) Number of OCs Assigned
- (b) Number of OCs Present
- (c) Names of absent OCs
- (d) Reason each OC is absent
- (e) Estimated time of Return for Absent OCs

- (3) The 1SG will form the company and receive report IAW FM 3-21.5, Chapter 7.
- (4) The 1SG must set the example for all NCOs.
- (5) The 1SG must know his duties, responsibilities and actions IAW FM 3-21.5 (D&C).
- (6) The 1SG must monitor and coordinate all mess, logistics and company administration needs

with the XO.

- (7) When training is conducted at platoon level, the 1SG will train with his platoon.
- (8) The 1SG will ensure at least one police call is conducted of his company area during his tour of

duty.

d. Platoon Leader (PL).

(1) General Duties: The PL commands the platoon and is responsible for the morale, welfare, and discipline of his/her subordinates. The Platoon Leader is ultimately responsible for everything the platoon does or fails to do.

(2) The PL commands primarily through Squad Leaders (SL), delegating authority through the Platoon Sergeant.

- (3) The PL must set the example for his platoon.
- (4) The PL must know his duties, responsibilities and actions IAW FM 3-21.5 (D&C).
- (5) The Platoon Leader will ensure that:

missions.

- (a) Proper accountability is maintained.
- (b) PSG and SLs fulfill their responsibilities.
- (c) Platoon members receive necessary information for the platoon to accomplish assigned

taken care of.

- (d) An equitable distribution of details and privileges exists and OC's personal needs are
- (e) SLs inspect their squads before each formation and correct deficiencies.

training.

- (f) OCs are spot-checked for appearance, required knowledge, and preparedness for

(g) Platoon Trainer Officers receive daily briefings of the status of the platoon. This briefing includes, but is not limited to: morale, personnel problems, inspection results, anticipated problems, and planned courses of action for improving platoon performance.

(h) OCs inspect weapons, maintain accountability of all sensitive items, and platoon equipment before and during training, and before turn-in.

(i) A Platoon notebook is maintained with an annotated platoon roster, broken down by squad.

e. Platoon Sergeant (PSG).

(1) General Duties: The PSG is the principle assistant to the platoon leader and will assume command of the platoon in the absence of the platoon leader.

- (2) The PSG must know his duties, responsibilities and actions IAW FM 3-21.5 (D&C).
- (3) The PSG monitors and coordinates all logistical and administrative needs with the 1SG.
- (4) The PSG will:

- (a) Maintain accurate accountability of platoon members, accountability of sensitive items and platoon equipment at all times and keep the Chain-of-Command informed of the accountability status.
- (b) Conduct formations in accordance with FM 3-21.5 and the OC Guide.
- (c) Enforce the regulations and directives of OCS and cadre.
- (d) Ensure the platoon maintains and accounts for assigned equipment at all times.
- (e) Relay pertinent information to the platoon in a timely manner.
- (f) Maintain control of and ensure compliance with all SOPs.
- (g) Assist the PL in conducting inspections.
- (h) Ensure the platoon bulletin board is up to date.

f. Squad Leader (SL).

- (1) General Duties: The SL is the direct supervisor of the individual squad members.
- (2) The SL must know his duties, responsibilities and actions IAW FM 3-21.5 (D&C).
- (3) The SL will ensure that:
 - (a) Squad status is maintained, including the location and activity of members.
 - (b) Squad members maintain and account for all issued property.
 - (c) Personal appearance, uniform appearance, and personal hygiene of all squad members are to the highest possible standards.
 - (d) The squad is prepared to accomplish assigned missions.
 - (e) The squad's billeting area is inspection-ready at all times.
 - (f) The squad completes all details to the highest standards possible.
 - (g) Each OC knows the mission to be accomplished and the required knowledge material.
 - (h) All squad members are informed.
- (4) All of the above SL duties should be executed proactively. SL's should not need to be asked for these items before they are executed. SL's should forward such information even without request.

7-3 Using the Chain of Command. The Chain of Command is a tool for command and communication. Messages flow both down and up. It is a dynamic system with only one concrete concept: It must follow the company rank structure. The following is an example of its use (8 Troop Leading Procedures):

a. The CO receives a task from higher up (training schedule, Platoon Trainer Officer, etc.) (#1 Receive the Mission). The CO issues a warning order to the XO, PL's and the 1SG. (#2 Issue a Warning Order). The warning order should contain Situation, Mission, Special Instructions (Special Equipment Requirements, any tentative plan, etc.), General Instructions (Uniform, etc.), and Time, Place, & who attends the OPORD. While the CO prepares his OPORD (#3 Make a Tentative Plan), the PLs will issue a warning order to their PSGs and platoons. The XO will prepare to procure items necessary for the company to complete its mission (classrooms, training aids, arrange for food) (#4 Initiate Necessary Movement and #5 Reconnoiter). This will be accomplished through the S4 (supply and logistics). The 1SG will assist the XO by collecting requests from the PSGs. The PL will work with the PSG to ready the platoon for the mission. The PSG will coordinate and delegate tasks to the SLs to ready their squads for action (proper uniform and equipment, water, etc.).

b. Once all this information gathered (reconnaissance process) by the XO, 1SG, PLs, PSGs, and SLs arrives (up the Chain of Command) to the CO, the CO then analyzes and implements this information into his tentative plan and makes decisions via analysis with the help of the XO and 1SG to complete his OPORD (#6 Complete the Plan). The XO, PLs and 1SG will meet the CO at the predetermined time and location to receive the OPORD. The CO would then deliver his/her OPORD in order to ensure the company has a singular vision and plan for accomplishing the task(s) at hand (#7 Issue the Complete Plan). The CO will then conduct rehearsals for the operation (#8 Supervise & Refine. **This is critical to the success or failure of the mission.**)

c. Once the OPORD is issued; the XO will make final requests and preparations. The PLs, using the CO OPORD, will write their platoon OPORDs. They will then issue their OPORDs to the PSGs and platoons. Final preparations and request will be made. The 1SG is responsible for having the company formed and accounted for

at the appropriate time. Finally, the CO and all leaders would ensure that the plan is properly being executed, monitor and adjust the plan as necessary, and make any required changes if needed (#8 Supervise & Refine).

This is not the only way to use the Chain of Command. Being a dynamic system, it can be manipulated to fit any situation. Creativity with its use will be a measure of success as an OC leader.

7-4. The Five-Paragraph Operation Order. The OPORD is the CO's written plan for the mission. It contains 5 paragraphs. (Refer to FM 3-21.8 Chapter 5).

Task Organization – Explains how the unit is organized for the operation.

1. Situation – Provides information essential to the subordinate leader's understanding of the situation.

A. Enemy forces

- (1) Disposition, composition and strength
- (2) Capabilities (& weaknesses)
- (3) Most Probable Course of Action (& possibly Most Dangerous Course of Action)

B. Friendly forces

- (1) Higher Unit
 - (a) Two Higher Mission and Intent
 - (b) One Higher Mission and Intent
- (2) Left Unit's Mission
- (3) Right Unit's Mission
- (4) Forward Unit's Mission

C. Attachments and Detachments (who, time effective, time of return)

2. Mission – Provide a clear and concise statement of the task to be accomplished and the purpose for doing it. (Who, What, When, Where, and Why) (State Twice when issuing)

3. Execution

Intent – Give the stated vision that defines the purpose of the operation and the desired end state. Commonly done in the form of four to five bullet statements of what absolutely must occur if all goes as unforeseen, but not how to accomplish each.

A. Concept of the Operation – Explanation, in general terms, HOW the platoon, as a whole, will accomplish the mission. Identify the most important task for the platoon. Attempt to limit this paragraph to six sentences. List the end state.

(1) Maneuver (Short for Maneuver Units) – Address all squads and attachments by name, giving each of them an essential task. (This is where each subordinate unit is basically given its mission statement.)

(2) Fires – Refer to the concept of fire support to synchronize and complement the scheme of maneuver (Purpose & Priority).

B. Tasks to Maneuver Units – (As above in "(1) Maneuver", "Maneuver" here is a noun, not a verb.) Specific instructions for subordinate elements other than those in Paragraph 3.a.(1). A "laundry list" for each subordinate unit of tasks only it will accomplish.

C. Tasks to Combat Support Units – if attached. (Same as above, but for CS units)

D. Coordinating Instructions – List the details of coordination and control applicable to two or more units in the platoon. May include timeline, uniform & equipment, MOPP Level, order of march, etc.

4. Service Support - (This paragraph is of particular interest to the XO and 1SG; may be prepared by them)

A. General – Refer to any SOP's that govern the logistics of the operation and general purpose.

B. Material & Services.

- (1) Supply - List needed supplies and services.

- (2) Transportation - Schedule, constraints and limitations, and methods.
- (3) Services. (religious, graves registrations, etc.)
- (4) Maintenance - Schedule, constraints and limitations, methods, and locations.
- (5) Medical Evacuations.
 - (a) Personnel
 - (b) Miscellaneous

5. Command and signal

A. Command

- (1) Location of commanders
- (2) Location of second in command
- (3) Succession of command

B. Signal

- (1) SOI if appropriate
- (2) Emergency signals if necessary
- (3) Challenge / Password

Chapter 8

TRAINING

8-1. Phase 0 Requirements.

a. APFT # 1 – Must pass standard APFT IAW FM 21-20 within 60 days of (and prior to day one of) Phase I training.

b. Course prerequisites – Must provide all required documentation to confirm candidate meets course prerequisites prior to the start of Phase I.

8-2. Phase I Requirements. The following events must be successfully completed prior to the end of Phase I.

a. Five-mile foot march - Must complete five-mile foot march without assistance within 1 hour and 45 minutes. Uniform must include ACU, LBE/LBV, KEVLAR, M16 Rifle, and rucksack. Rucksack must weigh from 35-40 pounds at the beginning and completion of the foot march. Successful completion of the five mile foot march is a Phase I requirement. A five mile foot march retest must be completed by the candidate within 1 hour and 45 minutes without assistance in Phase I before the candidate is credited with completing Phase I. A 5-mile foot march shall be conducted toward the beginning of training to allow enough time for at least seven days recovery time before being retested. The failure of a five mile foot march must be annotated on a DA Form 4856.

b. Peer Evaluation # 1 – Must complete peer evaluation # 1.

c. POI Training – Must attend or makeup all Phase I POI training.

d. Examinations – Must pass all four Phase I exams or retests. Candidate must score 70% or greater on each exam. Phase I exams include: Training Management, Land Navigation Written, Land Navigation Day Practical, and Land Navigation Night Practical. All exams and retest must be completed prior to the end of Phase I.

e. Leadership Position Evaluations – Must receive and complete a minimum of one leadership position evaluation during Phase I. See Chapter 6 of this OC Guide for details concerning the Leadership Assessment Program.

f. Warrior Tasks & Battle Drills (WTBD) – Candidates must instruct at least one of the WTBDs and demonstrate task mastery through skill application of all Phase I WTBDs. Candidates must receive a go on all WTBDs and have documented evidence of task mastery on each task.

g. Must be recommended by the OCS Company Commander (by signature on End of Course Summary Sheet, Phase I) as possessing the ability to acquire the leadership skills, attitudes and knowledge required of a second lieutenant prior to graduating Phase I training and beginning Phase II training.

8-3. Phase II Requirements. The following events must be successfully completed prior to the end of Phase II.

a. Peer Evaluation # 2 - Must complete peer evaluation # 2.

b. POI Training – Must attend or makeup all Phase II POI training.

c. Examinations – Must pass all eight Phase II exams or retests. Candidate must score 70% or greater on each exam. Phase II exams include: Operations, Tactics, Call for Fire, Leadership, Military Justice, Heritage and History, Supply Activities, and Elements of Military Intelligence. All exams and retests must be completed prior to the end of Phase II.

d. Peer Evaluation # 3 - Must complete peer evaluation # 3.

e. Seven-mile foot march - Must complete the seven mile foot march without assistance within 2 hours and 30 minutes. Uniform must include BDU/ACU, LBE/LBV, KEVLAR, M16 Rifle, and ruck sack (must weigh between 35-40 lbs, not including water, at the beginning and completion of the foot march).

f. Ten-mile foot march - Must complete the ten-mile foot march without assistance within 3 hours and 30 minutes. Uniform must include ACU, LBE/LBV, KEVLAR, M16 Rifle, and ruck sack (must weigh between 35-40 lbs, not including water, at the beginning and completion of the foot march).

g. APFT # 2 - Must pass standard APFT IAW FM 21-20 within 60 days of Phase III start date. For Accelerated OCS Phase II APFT # 2 must be prior to and within 20 days of Phase III start date.

h. Three Mile Formation Run - Must complete a three mile run in formation without assistance. Candidates are not authorized to walk at anytime during the run. If this occurs, the individual will be considered a failure in this event. Uniform will be the IPFU.

i. Leadership Position Evaluations – Must receive and complete a minimum of one leadership position evaluation during Phase II. See Chapter 6 of this OC Guide for details concerning the Leadership Assessment Program.

j. Must receive an “E” or an “S” on a leadership evaluation and must be recommended by the OCS Company Commander (by signature on End of Course Summary Sheet, Phase II) as possessing the ability to acquire the leadership skills, attitudes and knowledge required of a second lieutenant prior to graduating Phase II training and beginning Phase III training.

8-4. Phase III Requirements. The following events must be successfully completed prior to the end of Phase III.

a. Combat Water Survival Test – Must attempt the 3 event combat water swim test.

b. Obstacle or Confidence Course. Must conduct obstacle or confidence course training and make a valid attempt at each obstacle on the course.

c. POI Training – Must attend all Phase III POI training.

d. Leadership Reaction Course (LRC) – Must participate as a squad member and as a squad leader at LRC training.

e. Leadership Position Evaluations – Must receive and complete a minimum of two leadership positions evaluation during Phase III (LRC & FLX II). Both may be on the FLER (Field Leadership Evaluation Report Form). Candidate must attain an “E” or an “S” on his/her FLX II evaluation to graduate from Phase III. See Chapter 6 of this OC Guide for details concerning the Leadership Assessment Program.

f. Must be recommended by the OCS Company Commander (by signature on End of Course Summary Sheet, Phase III) as possessing the leadership skills, attitudes and knowledge required of a second lieutenant prior to graduating Phase III and OCS.

Chapter 9

REQUIRED KNOWLEDGE

9-1. Requirements. The following is the list of required knowledge. The Platoon Trainer Staff will inform the officer candidates of the suspense by which they must be able to recite each item verbatim.

a. Chain of Command.

Permanent Chain of Command

Commander in Chief	State Assistant Adjutant General, Army
Secretary of Defense	RTI Commander
Secretary of the Army	Battalion Commander
Chairman, Joint Chiefs of Staff	Senior Platoon Trainer Officer
Army Chief of Staff	Company Commander
Chief, NGB	First Sergeant
State Adjutant General	Platoon, Platoon Trainer Officer/NCO

b. OCS Honor Code. An Officer Candidate will not lie, cheat, or steal, nor tolerate those who do. (see Ch.4)

c. General Orders.

(1) I will guard everything within the limits of my post and quit my post only when properly relieved.

(2) I will obey my special orders and perform all my duties in a military manner.

(3) I will report violations of my special orders, emergencies and anything not covered in my instructions to the Commander of the Relief.

d. Army Values.

(1) Loyalty: Bear true faith and allegiance to the U.S. Constitution, the Army, and other Soldiers.

(2) Duty: Fulfill your obligations.

(3) Respect: Treat people as they should be treated.

(4) Selfless-Service: Put the welfare of the nation, the Army and your subordinates before your own.

(5) Honor: Live up to all the Army values. Never substitute truth or honor for expediency.

(6) Integrity: Do what's right, legally and morally.

(7) Personal Courage: Face fear, danger, or adversity (physical and moral).

e. LEADERSHIP DEFINED (FM 6-22). Leadership is influencing people-by providing purpose, direction and motivation-while operating to accomplish the mission and improving the organization.

f. The Troop Leading Procedures.

(1) Receive the Mission

(2) Issue the Warning Order

(3) Make a Tentative Plan

(4) Initiate Necessary Troop Movement

(5) Conduct Reconnaissance

(6) Complete the Plan

(7) Issue the Complete Order

(8) Supervise

g. The Estimate of the Situation.

- (1) Detailed mission analysis.
- (2) Situation and courses of action.
- (3) Analyze courses of action; war-game.
- (4) Compare courses of action.
- (5) Decision.

h. The Five-Paragraph Operation Order. (see Ch.7, paragraph 4 (7-4) for more detailed information)

TASK ORGANIZATION

- (1) SITUATION
- (2) MISSION
- (3) EXECUTION
- (4) SERVICE SUPPORT
- (5) COMMAND AND SIGNAL

i. SALUTE REPORT.

- S - Size
- A - Activity
- L - Location
- U - Uniform
- T - Time
- E - Equipment

j. Code of Conduct.

I am an American fighting man. I serve in the forces which guard my country and our way of life. I am prepared to give my life in their defense.

I will never surrender of my own free will. If in command I will never surrender my men while they still have the means to resist.

If I am captured I will continue to resist by all means available. I will make every effort to escape and will aid others to escape. I will accept neither parole nor special favors from the enemy.

If I become a prisoner of war, I will keep faith with my fellow prisoners. I will give no information or take part in any action which might be harmful to my comrades. If I am senior, I will take command. If not, I will obey the lawful orders of those appointed over me and will back them up in every way.

When questioned, should I become a prisoner of war, I am required to give only my name, rank, service number, and date of birth. I will evade further questions to the best of my ability. I will make no oral or written statements disloyal to my country and its allies or harmful to their cause.

I will never forget that I am an American fighting man, responsible for my actions, and dedicated to the principles which made my country free. I will trust in my God and in the United States of America.

k. Three Transmissions of a Call for Fire.

- (1) First transmission: Observer identification and warning order.

Example: H24 THIS IS N59, ADJUST FIRE, OVER

- (2) Second transmission: Target location.

Example: GRID CF123456, OVER

- (3) Third transmission: Target description, method of engagement method of fire and control.

Example: TANK IN OPEN, ICM IN EFFECT, OVER

I. 9-Line Medevac Request.

Line 1: Location of pickup site.

Line 2: Frequency and call sign at pickup site.

Line 3: Number of patients by precedence (Urgent, Priority, Routine, and Convenience).

Line 4: Special equipment required.

Line 5: Number of patients by type (# litter & # ambulatory).

Line 6: Type of wound, injury, illness.

Line 7: Method of marking pickup site.

Line 8: Patient nationality and status.

Line 9: Landing Zone description.

m. Terrain Analysis (OACOK).

Obstacles

Avenues of Approach

Cover and Concealment

Observation and Fields of Fire

Key Terrain

n. METT-TC.

Mission

Enemy

Troops

Terrain

Time Available

Civilian Considerations

o. Soldier's Creed.

I am an American Soldier.

I am a Warrior and a member of a team.

I serve the people of the United States and live the Army Values.

I will always place the mission first.

I will never accept defeat.

I will never quit.

I will never leave a fallen comrade.

I am disciplined, physically and mentally tough, trained and proficient in my warrior tasks and battle drills.

I always maintain my arms, my equipment and myself.

I am an expert and I am a professional.

I stand ready to deploy, engage, and destroy the enemies of the United States of America in close combat.

I am a guardian of freedom and the American way of life.

I am an American Soldier.

p. **The Army Song.**

March along, sing our song
With the Army of the free.
Count the brave, count the true
Who have fought to victory.
We're the Army and proud of our name;
We're the Army and proudly proclaim:

First to fight for the right,
and to guard our nation's might,
and the Army goes rolling along.
Proud of all we have done,
fighting till the battle's won,
and the Army goes rolling along.
(Chorus)

Then it's Hi! Hi! Hey!
the Army's on it's way.
Count off the cadence loud and strong! (*two - three*)
For where'er we go,
You will always know
that the Army goes rolling along.

Valley Forge, Custer's ranks,
San Juan Hill and Patton's tanks,
and the Army went rolling along.
Minute men from the start,
always fighting from the heart,
and the Army goes rolling along.
(Chorus)

Then it's Hi! Hi! Hey!
the Army's on it's way.
Count off the cadence loud and strong! (*two - three*)
For where'er we go,
You will always know
that the Army goes rolling along.

Men in rags, men who froze,
still that Army met its foes,
and the Army went rolling along,
Faith in God, then we're right
and we'll fight with all our might
as the Army goes rolling along.
(Chorus)

Then it's Hi! Hi! Hey!
the Army's on it's way.
Count off the cadence loud and strong! (*two - three*)
For where're we go, You will always know
that the Army goes rolling along. Keep it rolling!
And the Army goes rolling along, along!

APPENDIX A
PACKING LIST

NOTE: ACU'S WITH DESERT BOOTS ARE THE ONLY AUTHORIZED UNIFORM. BDU'S AND DCU'S ARE NOT AUTHORIZED. BROWN T-SHIRTS ARE NOT AUTHORIZED WITH ACU'S. OD VELCRO NAMETAPES, US ARMY TAPES AND RANK ARE NOT AUTHORIZED WITH ACU'S. EQUIPMENT: WOODLAND EQUIPMENT (LBE/LBV, RUCK, etc.,) IS AUTHORIZED WITH ACU'S.

MIN QTY	ITEM DESCRIPTION	NOTES	PACKED
HOME STATE S-1/ADMIN ISSUED ITEMS			
1 each	Identification Card, Military		
1 pr	Tags, Personnel ID w/chain		
1 ea	Drivers License (Mil/Civ)		
5 ea	Orders, Annual Training		
ISSUED CLOTHING			
2 ea	Belt, Trousers, Tan		
2 pr	Boots, Combat (Desert)		
2 ea	Cap, ACU		
1 ea	Field Jacket, CW, BDU or ACU, or Jacket, Gore-Tex		
1 pr	Gloves, Shell, Black Leather w/ Inserts		
6 ea	Coat, ACU with Velcro Nametapes		
1 ea	Jacket, IPFU		
1 pr	Pants, IPFU		
1 ea	Shirt, LS, IPFU		
2 ea	Shirt, SS, IPFU		
2 ea	Shorts, black, IPFU		
1 ea	Cap, Knit, Black or Black or Green Fleece		
10 pr	Socks, Wool, Boot (Green or Tan)		
6 pr	Trousers, ACU		
6 ea	Undershirt, Tan		
2 ea	Handkerchiefs, Brown		
2 ea	Top, Underwear, Polypropylene		
2 ea	Bottom, Underwear, Polypropylene		
INDIVIDUAL EQUIPMENT			
1 ea	Bag, Duffel		
1 ea	Bag, Sleeping (Mummy or MSS)		
1 ea	Bag, Waterproof		
1 ea	Bag, Laundry		
1 ea	Belt, Individual Equipment		
2 ea	Canteen, Water, Plastic (1 qt)		
1 ea	Case, First Aid with Field Dressing	Case not required w/LBV	
2 ea	Case, Small Arms	Case not required w/LBV	
1 ea	Compass, Lensatic w/Case & Lanyard	Must be FUNCTIONAL	
2 ea	Cover, Canteen		
2 ea	Cup, Canteen		
1 ea	Entrenching Tool w/ Carrier		
1 ea	Flashlight, OD, 90° Angle-Head w/all Lenses & Batteries		
1 ea	Field pack w/Frame (ALICE or MOLLE)	Large recommended	
1 ea	Helmet, PASGT (Kevlar) or ACH	No cover	

MIN QTY	ITEM DESCRIPTION	NOTES	PACKED
1 ea	Poncho		
1 ea	Liner, Poncho	Optional	
1 pr	Overshoes, Combat Boot, Vinyl		
1 ea	Parka, Wet Weather		
1 ea	Trousers, Wet Weather		
1 ea	Map Case, OD or Foliage Green		
1 ea	Mat, Sleeping		
1 ea	Shelter-Half w/1 Rope, 3 Poles & 5 Stakes	Snaps, not buttons	
1 pr	Suspenders, Individual Equipment, Tactical LBV or MOLLE System		
COMMON ITEMS			
1 ea	Bee Sting Allergy Kit	By prescription	
5 ea	Bag, Zip-lock, Plastic (12x12)		
5 ea	Bag, Zip-lock, Plastic (8x8)		
5 ea	Bag, Zip-lock, Plastic (6x6)		
1 pr	Plug, Ear w/Case		
3 ea	Pen, Black, Ball-Point		
2 ea	Pen, Sharpie, Fine Point, Black		
1 ea	Marker, Permanent, Black		
1 ea	Market, Highlighter		
1 ea	Ruler, 6"		
1 ea	Sewing Kit		
2 ea	Book, Memo 3.5"x4.5"		
1 ea	Notebook, Steno type		
3 ea	3-ring Binders, 2"		
As required	Paper, Notebook, Lined		
2 packs	Index Cards, 3"x5" (100 per pack)		
1 set	Pens, Alcohol, Super Fine, Red, Blue, Green, Black		
1 ea	Pen, Cleaning (Alcohol)		
1ea	Map Protractor		
1 ea	Camouflage Compact or Stick		
1 ea	Calamine Lotion		
1 ea	Chigg-Away		
1 ea	Insect Repellant		
1 ea	Foot Powder		
1 ea	Lipstick, Anti-Chap		
1 ea	Sunscreen, SPF 15 or better, 4oz		
1 ea	Whistle, Plastic, Black or OD Green		
1 ea	Camelback (Camo or Black) or 2qt Canteen		
1 ea	Athletic Supporter (Male) w/Cup	Optional	
7 ea	Underwear, White, Black, Brown or Sand		
8 ea	Brassiere, Athletic/Sports Type (Female)		
1 kit	Desert Boot Cleaning Kit		
1 pr	Shoes, Running (Conservative in Color)		
1 pr	Shoes, Shower, Black		
2 pr	Laces, Combat Boot (Spares)		
6 pr	Socks, White, Running (No Logos or stripes)		
2 ea	Tabs, Blousing		

MIN QTY	ITEM DESCRIPTION	NOTES	PACKED
1 pr	Blousing Rubbers (Elastic with Hooks)		
1 ea	Soap Dish		
1 ea	Toothbrush		
1 ea	Toothpaste		
3 ea	Towels, Brown		
3 ea	Towels, White		
3 ea	Washcloths, Brown		
1 kit	Toilet Articles (As Required): Shaving Gear, Mirror, Comb or Small Brush, Feminine Hygiene Articles, Dental Floss, Mouthwash, Antiperspirant, Fingernail Clippers, Band-Aids, Hair Barrettes/ Bands (Clear or Hair-Colored).	No electric razors	
1 ea	Watch, Wrist (Non-Shiny)		
12 ea	Wire Clothing Hangers		
3 ea	Padlock, Combination	SERVICABLE, must fit on duffle bag	
2 pr	Government Issued Eyeglasses w/Strap	1 pr worn, 1 extra. No contacts.	
2 sets	Civilian Clothes	Worn in transit	
4 ea	Battery, D Cell (2 in Flashlight)		
As required	Money for Incidentals	Do not bring excessive money to training	
As required	Prescription Drugs	Reviewed and approved by medical personnel	
As required	Laundry Soap		
OPTIONAL ITEMS			
1 ea	Trousers, ECWS (Gore-Tex)		
1 ea	Boots, ECWS (Gore-Tex)		
1 set	Elbow/Knee Pads		
1 ea	Leatherman or Small Knife*		
	Under Armor T-Shirts	Cannot replace required t-shirts	
	CW Under Armor Top & Bottom	May replace Polypro	

APPENDIX B
CANDIDATE AUTOBIOGRAPHY

PREPARING THE OCS STUDENT AUTOBIOGRAPHY

B-1. SUBJECT AREA: Written Communication.

B-2. ASSIGNMENT: Write an OCS Student autobiography of 4-5 pages (1000 words max.)

B-3. ASSIGNMENT INFORMATION:

a. Substance: Generally speaking, a writer reflects upon and describes his/her life, or part of it, in an autobiography. For your first assignment as an OCS student, we require that you write an OCS Student autobiography, focusing on that part of your life which has led you to consider becoming an Army Officer. Here are some suggestions for proceeding with this assignment:

(1) Present vital statistics: date/place of birth, places of residence, schools you have attended, family background, and prior military service or experiences.

(2) Describe special events in your life; relate circumstances and happenings that make you different, that help make you what you are, and that you expect your audience to find memorable.

(3) Tell what you expect to contribute to society through gaining an education and what you may contribute by completing OCS requirements and gaining a commission.

NOTE: One of your principle writing tasks is to develop a fluid, readable narrative of your life, so do not merely list responses to these suggested questions. Instead, weave your responses into a narrative story of your life and your expectations in life and how this relates to your goal of earning a commission in the military.

b. Format: Final paper will be typed or computer-printed on one side only. Number each page (except the first page-cover sheet) on the center bottom of the page. The cover sheet format is provided. Your autobiography will start on the second page and be numbered "1" in the numbering sequence of all the remaining pages.

c. Fasten a head and shoulders photo of yourself (3" x 5" or 4" x 6" photos or digital camera printouts on high-quality paper are acceptable) in uniform ACUs) to the bottom of the cover sheet. Use "Scotch Magic Tape" to fasten photo to cover sheet. Local policy/SOP may require your class to schedule a date for all of you to take photos together, or you may wish to get together with classmates and take each other's picture.

d. Evaluation: OCS Staff members will evaluate your autobiography. The OCS Selection Board of Officers will read and review your autobiography to formulate initial opinions about you. Your autobiography will be judged on four criteria: content, organization, readability, and presentation. Evaluators will consider the following questions as they make their evaluation:

(1) Substance. How much specific detail have you used? (Generally, the more detail the better) How appropriate is the detail? How well does the reader get to "know" you, solely on the bases of your autobiography?

(2) Organization. Does your paper develop smoothly? Does each part relate well with the rest of your paper? Do you relate your earlier life to your present situation in college? Do your expectations regarding the future emerge clearly from what you reveal of your past and present?

(3) Style. Have you used effective transitions? Have you written directly? Have you chosen familiar, unpretentious vocabulary? Have you avoided long, cumbersome sentences? On the other hand, have you also avoided an extended series of very simply structured sentences? Has your punctuation assisted rather than hindered or confused your reader? Overall, have you observed the conventions of standard written English?

(4) Correctness. Is your text carefully proofread, and free of typographical errors? Have used the proper format? Is your text neat, and free of smudges and wrinkles?

B-4. Cover Sheet Format

OCS Student Autobiography
By
NAME: (Last, First, Middle)
OCS Program (State)
OCS Class Number
Date Prepared

Candidate Photo

APPENDIX C

CLOTHING & EQUIPMENT DISPLAYS

NOTE: In any situation of possible ambiguity or conflict between the textual description in this appendix and the visual description in the accompanying figures, this textual description serves as the official canonical SOP.

C-1. Footwear (Consult Fig C-2)

1. **Order** – One pair of combat boots, one pair of running shoes, and one pair of shower shoes.
2. **Manner of Display** – All footgear will be placed in front of the heat-exchange unit (starting from its right or left edge (for each OC) to its center). The toes of the footwear will be aligned and point to the center of the room. All footgear will present a clean appearance. Boots will be properly cleaned. All laces will be pulled tight and tied. Laces will be tucked into the footgear, out of view. While on display, all shoes will be touching. There will be no space between shoes. To differentiate between pairs of boots, one pair (display or worn) will have a knot tied mid-way between the first eyelets.

C-2. Nightstand (Consult Fig C-2)

1. **Nightstand** – Will be placed flush against the bed and the wall. The drawer is designated as personal space, but must be well kept and orderly. All prescription medication (authorized by the medic) must be in this drawer only. Storing prescription medicine in any other location is not authorized.
2. **Lamp** – The lamp will be centered from left to right and pushed to the back until the shade touches the wall.
3. **Laundry Bag** – The laundry bag will be placed in the nightstand cubbyhole. It will be folded top over bottom. The opening will be faced toward the rear. The crease will be in the front. Dirty items will be in the bottom half of the bag.
4. **Personal Items** – Barracks displays will be IAW guidance contained in this SOP. Items that are not mandatory for SOP displays may be kept in the personal storage areas. The personal storage areas will be drawer at the foot of the bunk, the bottom drawer of the dresser, the right middle drawer of the desk and the nightstand drawer. There will be no contraband in the personal storage space. The personal storage space may be inspected for Health and Welfare type inspections. All personal spaces must be kept neat and orderly. Personal Storage Spaces may not contain items that are required to be on display in other areas. This would constitute a static display, as items in the personal storage spaces could be used, rather than those on display as intended.
5. **Note:** For inspection, all drawers will be opened in a 2-inch stagger.

C-3. Bunk (Consult Fig C-2)

1. Bunks will be made tightly with 45-degree hospital corners and the dust cover will also be made at 45-degree hospital corners and extend to the edge of the first drawer. The white sheet will have a fold over the pillow end of the blanket that will be a uniform eight (8) inch width. The US on the blanket will be face down, and not be showing.
2. **Bunk Linen** – All sheets will be clean.
3. **Drawer 1** – The bunk drawer nearest the bunk head holds the E-tool and the protective mask. The E-tool will be flush against the front of the drawer, fully extended, face down, with the tip of the shovel pointing towards the head of the bed. The protective mask will be centered, above the E-tool, with opening down and to the front.
4. **Drawer 2** – May be used as personal storage (Consult Fig C-2).
5. **Note:** For inspection, all drawers will be opened in a 2-inch stagger

C-4. Dresser (Consult Fig C-3)

1. **Top of Dresser** – The map bag will be placed in the back corner, flush against the cement and closet walls. The flap of the bag will be on top with the opening facing to the front of the dresser.
2. **Drawer 1** – Items described are from left to right. Shaving cream vertically oriented and placed flush against the front and the side of the drawer. Razor, blade down and to the top, vertically oriented flush against the shaving cream and the bottom of the drawer. Soap dish horizontally oriented and flush with the bottom of the drawer, the dish will remain open. Toothpaste horizontally oriented so the writing can be read flush against the toothbrush holder. Beneath the toothpaste will be the toothbrush, horizontally oriented with the bristles oriented in the same direction as the toothpaste cap, flush against the front of the drawer (inside of the toothbrush travel holder). Boot “eraser”, vertically oriented and flush with the bottom of the drawer and the bottle of cleaning fluid. Cleaning Fluid Bottle, vertically oriented and flush with the boot brush tool and eraser. Boot Brush Tool, bristles up, vertically oriented, flush against the front and side of the drawer.
3. **Drawer 2** – Items described are from left to right. Four rolled (six inch length rolls) tan t-shirts, the open end of the t-shirt will be underneath and the roll will open to the left, vertically oriented flush against the front and the side of the drawer. Black leather gloves (containing black/green inserts as worn), fingers to the right, flush against the back of the drawer and centered. Eight individual white socks, rolled, with the smiles up, flush against the bottom of the drawer. Eight individual green/tan (black, if issued) ACU socks, rolled, with the smiles up, flush against the bottom of the drawer.
4. **Drawer 3** – The multi-colored blanket (barracks issue) will be folded so that it completely fills the drawer. All edges of the blanket will be tucked beneath it so that they are not visible and the sides of the blanket are flush with all 4 sides of the drawer.
5. **Drawer 4** – Designated for personal space; all items must be stored in a neat and orderly fashion.
6. **Note:** For inspection all drawers will be opened in a 2-inch stagger.

C-5. Wall Locker (Consult Fig C-2)

1. **Upper Shelf.** The LBE/LBV will be fastened and placed over the Kevlar and flush to the front.
2. **Hanging Display**
 - a. **Arrangement of Hanging Items** – Arrange all uniforms from left to right as you look into the locker, in the following order: Gore-Tex or Field jacket, ACUs (5 + one worn), Cold weather APFU outer garments, Long sleeve APFU shirt, Summer APFU uniform (2). All sleeves will be straight down on the sides of the uniform. Refer to figure Wall Locker Display (Consult Fig C-2).
 - b. **Hangers** – Hangers will be spaced evenly apart. Hangers shall be bare, brass wire hangers. The open end of the hanger faces toward the back of the wall locker. When a uniform is worn, the empty hanger is placed at the far left side of the closet. After the PT uniform has been worn the PT hanger, containing the PT uniform worn, will be hung outside the wall locker IAW with SOP (see below). The cold weather PT uniform hanger is also hung outside the wall locker IAW with SOP (see below), once the uniform has been worn. (Consult Fig C-2).
 - c. **ACUs** – Six sets of ACUs will be displayed (five or fewer when one is worn or laundered). The blouse will be hung with the front to the left and fastened as if worn. Trousers will be hung under the blouse with the waist to the right, trouser legs to the left, button fly of the trousers on the right facing out, and the seat facing the back of the locker. Buttons/Velcro will be fastened as if worn, and the ACU inside strings will be tied. (Consult Fig C-2).
 - d. **Gore-Tex or Field Jacket** – The Gore-Tex or Field Jacket is hung with zipper to the left and all fasteners fastened as worn. (Consult Fig C-2).
 - e. **Summer APFU** – Two (2) summer PT uniforms will be displayed. The t-shirt will be hung with the front of the t-shirt to the left. Shorts will be hung under the t-shirt with the waist to the front (facing out), legs to the back

of wall locker (left of hanger), crotch of the shorts straddled over the hanger bottom facing up, and the seat facing down (toward bottom of the locker). When the PT Shirt is lifted, the white "ARMY" label on the bottom of the left leg should be visible. (Consult Fig C-2). After PT, the PT shirt and shorts will be hung on the "PT hanger" until dry, then removed from the hanger and placed in the laundry bag. The hanger will be displayed centered from the lowest ventilation slot, located at the top of the locker door. Once a PT uniform has been worn it will not be replaced.

f. **Cold Weather APFU** – The jacket will be hung with the front/zipper to the left. Trousers will be hung under the jacket with the waist to the right, trouser legs to the left, crotch of the trousers on the right facing out, and the seat facing the back of the locker. Zippers will be zipped as if worn. (Consult Fig C-2). After PT, the CW PT uniform will be hung on the "PT hanger" outside the locker, on the door in the same manner as the summer APFU.

3. Bottom Shelf. In the back right hand corner, the tanker roll will be placed on end. On the left side will be the rucksack packed IAW the SOP. On the right side in front of the tanker roll will be the sleeping bag, rolled IAW the SOP (Consult Fig C-2). Tanker Roll will include: 5 metal stakes, 3 wooden poles, 1 length of rope, 1 sleeping mat, and 1 shelter half.

a. **Garrison Ruck:**

- (1) Main Compartment: The main compartment of the ruck will be lined with the wet weather bag.
- (2) Left Pocket (facing the pockets): Wet weather top
- (3) Center Pocket (facing the pockets): Poncho
- (4) Right Pocket (facing the pockets): Wet weather bottoms
- (5) Top Right (facing the pockets): E-Tool Carrier (E-tool stored under bunk when in garrison)

b. **FTX Ruck.** Add the following items to the garrison ruck.

- (1) Main Compartment:
 - (a) 1 pair boots.
 - (b) 1 shaving kit. (Empty shaving kit may be stored in personal space and then filled with displayed items when packing the FTX Ruck.)
 - (c) 1x brown towel
 - (d) 1x brown washcloth
 - (e) 1 set of ACUs
 - (f) 4 pairs of boot socks (one pair may be stored in the outside Right Pocket)
 - (g) 4 tan t-shirts
- (2) Top: 1 tanker roll
- (3) Bottom: 1 Sleeping Bag (in wet weather bag)
- (4) Top Right (fastened to the ruck): E-Tool Carrier and E-Tool

C-6. Desk (Consult Fig C-3) Note: For inspection all drawers will be opened in a 2-inch stagger.

1. **Chair** – When not worn, the Camelback/ 2 Quart canteen is to be draped over the back of the chair. The chair will be pushed into the desk.

2. **Center Drawer** – Classroom supplies.

3. **Top Right Drawer** – Extra books.

4. **Middle Right Drawer** – Personal Storage Area.

5. **Bottom Right Drawer** – Cleaning supplies.

6. **Top Shelf** – When the OC is in the room; the patrol cap is placed in the right hand corner with the insignia facing out. Note: When the Kevlar is worn, the soft cap will be displayed at all times. If OC has a phone in the room, it will be placed flush in the left hand corner of the top shelf, with the phone cord wrapped neatly and placed to the right of the phone.

7. Book Shelf:

a. Manuals – From left to right, against the left side. The bookend on the right if it is available.

b. Order – TBD by OC SOP.

8. Top of Desk – Administrative supplies such as PC's, printers, etc. are authorized for traditional class members, when requested and approved by the Company Commander.

C-7. Sink. (Consult Fig C-3)

1. **Trashcan** – The trashcan is to be placed in the back right hand corner under the sink. 1 extra trash can liner will be placed in the trashcan beneath the current use liner.

2. **Towel** – One brown/white towel will be hung on the rack - open so it can dry. The OC closest to the room door will hang his/her towel and washcloth on the rack by the sink; the other OC will hang his/her towel and washcloth in the shower room.

3. **Wash Cloth** – One brown/white washcloth will be hung in the same manner as above and will be positioned over the towel, centered.

4. **Hand Soap** – Hand pump soap dispenser (if procured) to the right of the faucet (on the porcelain part of the sink) with the left side of the soap sitting flush against the metal part of the faucet. The Soap will face front with the nozzle portion of the dispenser positioned at the six o'clock position.

5. **Sink Drain** – Up.

C-8. Latrine

1. **Toilet Brush** – The brush will be placed vertically, bristles down, against the back wall, in the corner, and to the right of the toilet.

2. **Toilet Seat** – Will be up.

3. **Shower Curtain** – Will remain open in order to dry out and reduce the possibility of mold growth.

4. **Shower Mat** – Will lean against the wall directly in front of and adjoining the shower. The top of the mat will be facing (against) the wall.

5. **Toilet Paper** – Placed in the holder so that when facing the roll from the door and pulling the free end, the roll rotates from the back and over the top (away from the wall and toward the toilet). The free end will hang over the top of the roll and the last sheet will be torn evenly along the perforation and be centered on the side of the roll farthest from the wall.

C-9. Miscellaneous

1. **Door Stopper** – Will be flush against the foot of the wall containing the doorstep. The elevated end will point into the room and will be even with the end of the wall.

2. **Window Blinds** – All window blinds will be completely closed with the last blind resting on the concrete surrounding the windowsill. All slats in the blinds will be canted down.

3. **HVAC Unit** – The mode control knob will be in the positions of “Low Cool” and the temperature control knob will be adjusted to the “1 o’clock” position, unless otherwise directed by cadre.
4. **Missing Item Card.** Candidates fill out a missing item card for each required item that is missing from a display.

a. The card is a 3 inch by 5 inch index card that is filled out in the following manner, see figure C-1:

(1) Print all information on the missing item card using a ballpoint pen with black ink only. Center and capitalize all data on the card.

(2) Write the item missing across the top of the red line, two lines down write the reason why the item is missing (i.e., “PLACED IN LAUNDRY”, etc.) and two lines below that the date the card was filled out.

b. The candidate places the card in place of the missing item. Tape the card to a hanger if the missing item is something that goes on a hanger (tape will be the length of the card, 5”, and will fold lengthwise over the hanger to the backside of the card). As a rule, the item should not be missing for more than a week. Candidates will have every item listed in the OCS Packing List prior to the start of training. Exceptions will be made on a case by case basis. In the event that an item on the OCS Packing List is out of stock annotate it on a card and inform your Platoon Trainer.

ONE SET OF ACUS
PLACED IN LAUNDRY
1 JULY 2009

Fig. C-1

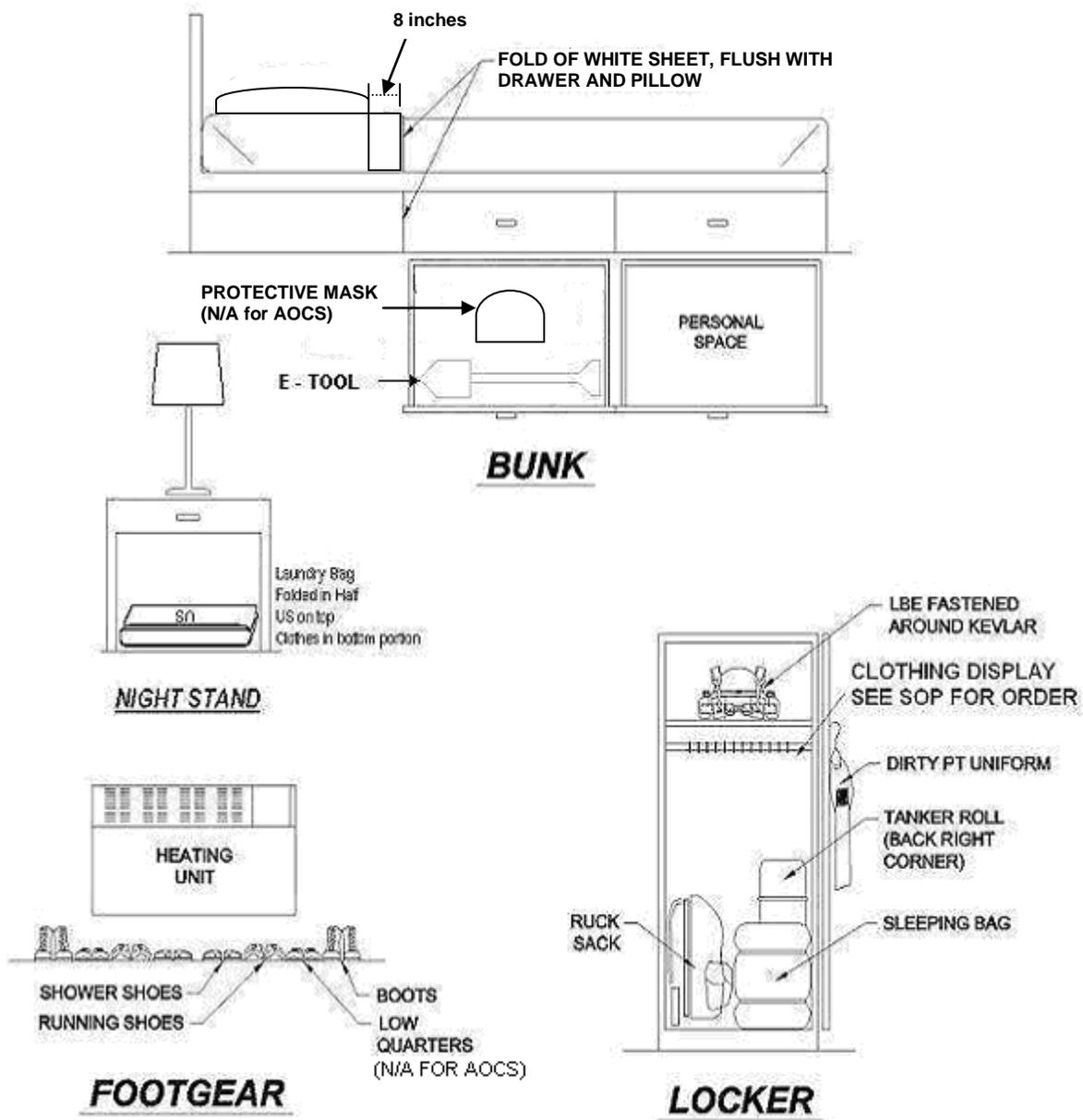
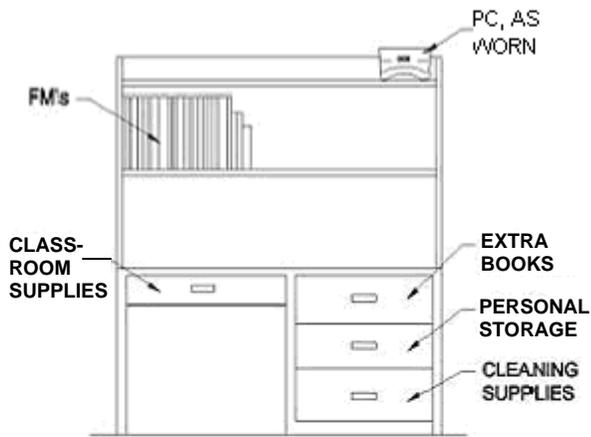
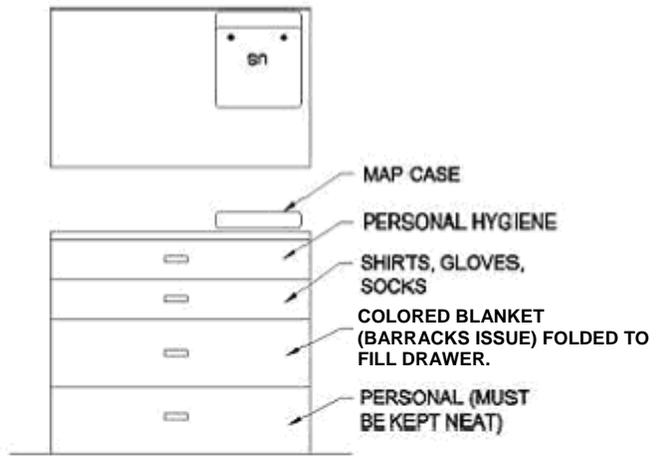


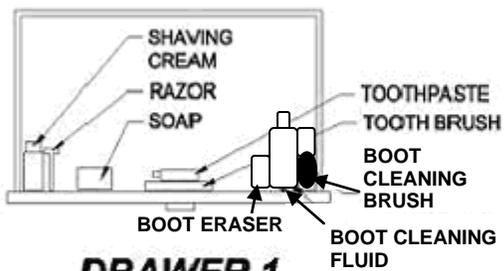
Fig. C-2



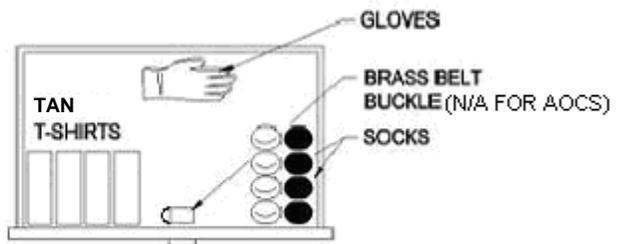
DESK



DRESSER



DRAWER 1



DRAWER 2



SINK

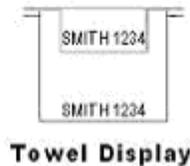
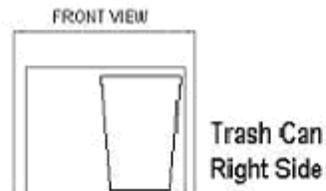


Fig. C-3

APPENDIX D
CONTRABAND

D-1. Contraband. The following items are considered contraband and will be secured IAW local SOP. The Platoon Trainer staff may grant use of some of these items during Intermediate or Senior Phase as phase privileges.

1. Tobacco products.
2. Alcohol.
3. Any supplements taken to enhance performance.
4. Medications not prescribed by a Physician.
5. Food (to include gum, candy, cough drops, mints, etc.) No food will be taken out of the DFAC or brought back from the field.
6. Contact lenses.
7. Irons.
8. Stoves.
9. Heat tabs.
10. Cosmetics.
11. Hair nets & curlers.
12. Perfumes, colognes, or after-shave.
13. Body sprays.
14. Electric or battery operated razors.
15. Digital/tape recorders, CD players, Walkman, MP3 players.
16. Radios, portable TV/ DVD players.
17. **Cellular phones.**
18. **Pagers, beepers.**
19. Laptop/palmtop computers.
20. Global positioning devices.
21. Civilian clothes, except as directed in packing list.
22. Magazines and Newspapers.
23. Bayonets, fixed-blade knives, or knives over 3”.
24. Any lotion other than non-scented.
25. Any handheld electronic devices (i.e., video game players, palm pilot, organizers).
26. Adult material of any kind.
27. Vitamins.

a. Regarding items 1-4: These items could cause severe physical harm if they are used under the strenuous conditions placed on the candidate throughout the course.

b. This list is not all-inclusive. Items that are not listed above are subject to cadre discretion. If you have questions concerning a particular item ask your Platoon, Platoon Trainer for additional guidance.

c. You will be verbally counseled on retaining any of these items. If any contraband is found on you or in your room at any time during the course you will be subject to disciplinary action.

APPENDIX E
SENIOR STATUS

E-1. General.

a. In order for a candidate to complete the OCS program he/she must obtain Senior Status. The following are factors that are considered in order to promote a candidate to Senior Status: Leadership Evaluations, Academic Average, APFT score, and Peer Evaluations.

b. While the OCS environment encourages teamwork and team building, Senior Status is an individual and not a collective achievement and will therefore be awarded on an individual basis. The determination of when Officer Candidates are eligible for Senior Status is at the discretion of the Senior Platoon Trainer Officer.

c. Senior Officer Candidates are expected to uphold the highest standards. While granted more privileges, Senior Officer Candidates are expected to maintain the high level of discipline that the OCS program demands.

d. Senior Status is not permanent. Senior Status can be removed by recommendation of the Platoon Trainer Officers and Platoon Trainer NCOs.

E-2. Senior Officer Candidate Uniform.

Upon reaching Senior Status, a candidate is authorized the wear of the US Flag, unit patches, combat patches and badges on his/her ACU, as well as ribbons and awards authorized for the Class A and/or Army Service Uniform.

E-3. Senior Officer Candidate Privileges.

Privileges will be determined at the discretion of the Senior Platoon Trainer and will be formally requested by OCs in a memorandum for record.