

Officer Candidate School Standard Operating Procedures



ARNG OCS
02 March 2023

OFFICER CANDIDATE SCHOOL STANDARD OPERATING PROCEDURES

Summary. This OCS SOP details the responsibilities and duties of Officer Candidates during training in OCS. It is designed to assist Candidates in their day-to-day duties and activities. The OCS SOP outlines the policies, procedures, actions, responsibilities, and privileges of the OCS program. Each Candidate will become thoroughly familiar with this OCS SOP.

Applicability. This OCS SOP applies to all Candidates who are assigned to or attending training at an ARNG Officer Candidate School

Open Door Policy. The Chain of Command has open door policies IAW with all regulations and policies. Generally, the immediate chain of command should be given an opportunity to resolve any issues.

Standards. Standards are the engine of discipline and essential to success on the battlefield. The primary goal of the OCS SOP is to guide and reinforce the high standards of conduct and appearance of all Soldiers in order to build Soldierly habits and confident leaders. These standards do not represent all the regulatory guidance governing individual Soldiers. They highlight certain items found in Army Regulations and the standards applicable to the ARNG OCS program.

THIS OCS SOP SUPERSEDES ALL OTHER PREVIOUSLY PUBLISHED OFFICER CANDIDATE STANDARD OPERATING PROCEDURES AND IS EFFECTIVE IMMEDIATELY.

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Chapter 1. ORIENTATION

1-1. Applicability.

This OCS SOP applies to all Candidates assigned or attached to the ARNG Officer Candidate School.

1-2. Mission.

The Army National Guard Officer Candidate School (ARNG OCS) trains, educates, and commissions officers in order to provide the Army with leaders of character who live by the Army ethic (TR 350-36).

1-3. Course Overview.

a. General: ARNG OCS is a 10 to 12-month (Traditional) program, 6-8 month (Condensed) program or 8-week (Accelerated) program Leaders' Course of Instruction, taught in a demanding environment, during which the cadre develop and evaluate the performance of the candidates as it relates to their potential for commissioning as second lieutenants.

b. Program of Instruction (POI): The OCS POI consists of three phases with a Pre-OCS prior to the start of Phase I.

(1) Pre-Phase. Although not a formal POI phase, Traditional OCS programs typically conduct a three-IDT period Pre-Phase program. This phase consists of instruction in basic soldier skills, Drill and Ceremony, Physical Readiness Training, Land Navigation, and administrative preparation. The goal is to prepare prospective candidates to succeed in OCS.

(2) Phase I. Consists of one 15-day annual training period. Training focuses on the individual, company, and platoon level. OCs are immersed into a 24/7 training environment with topics covering individual skills, doctrine, and theory sufficiently enabling OCs to study and learn their profession and the craft of officership. Candidates are shown the OCS standards by the cadre and then expected to meet them. As Candidates progress through the course, they are given increasing responsibility and work to integrate individual skills into collective tasks and missions.

(3) Phase II:

(a) 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 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. This will be executed in no less than 10 months, no more than 12 months, utilizing 48 UTAs.

(b) In the Condensed program, Phase II will be executed in no less than 6 months, no more than 8 months, utilizing 48 UTAs.

(4) Phase III. Consists of one 15-day annual training period. 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 Platoon Trainer 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.

1-4. Course Standards and Candidate Responsibilities.

Officer Candidates (OCs) are the central focus of OCS. All effort expended by the OCS Cadre and staff is to ensure Officer Candidate leadership skill development and education. All OCS Cadre and Staff must

remain focused on the Officer Candidates and the successful completion of their training. However, as with any training, the ultimate success of the Officer Candidates lies with the Officer Candidate. Officer Candidates must adhere to the following guidelines and all regulatory guidance pertaining to OCS.

a. Must meet all course prerequisites and provide required documentation of the course prerequisites prior to enrollment into OCS, to include the documentation of completing the Occupational Physical Assessment Test (OPAT).

(1) Each Officer Candidate must have high moral character considered necessary for a commissioned officer.

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

b. Meet all leadership, physical, academic, and technical competence performance requirements listed in this CMP and the ISAP. The Officer Candidate must meet all graduation requirements before being recommended for commissioning as a Second Lieutenant.

c. Beginning 01 October 2022, each Officer Candidate must score a minimum of 60 points on each event of the Army Combat Fitness Test (ACFT) with a minimum total score of 360 points, IAW ATP 7-22.01.

d. Maintain appropriate height/weight standards IAW AR 600-9 throughout all phases of OCS. Verification of height and weight is determined on day 1 of Phase I with a mandatory weigh in for all Officer Candidates. Candidates not IAW AR 600-9 will not be enrolled into phase I. Candidates enrolled in OCS must maintain documented evidence showing height/weight on DA Form 705 and if necessary (exceeding table weight and requiring tape) DA Form 5500-R (male) or DA Form 5501-R (female). Traditional Phase II Officer Candidates not IAW AR 600-9 are placed on the weight control program and continue to train in their current phase of OCS. Officer Candidates are not allowed to graduate their current phase and move on to the next phase of training until they meet appropriate height/weight standards IAW AR 600-9. Commanders must monitor overweight candidates monthly and counsel them in writing IAW the weight control program per AR 600-9.

e. The OCS Company Commander must consider whether each candidate possesses the potential to acquire the leadership skills, attitudes, and knowledge needed to become a successful Second Lieutenant. Candidates not considered by the OCS Company Commander to possess this potential are counseled in writing and recycled or relieved from the OCS program.

f. For various reasons such as injury, performance, or other factors, Officer Candidates may be relieved from the current phase of training and be recycled. If a Candidate misses or cannot actively participate in 8 or more hours of scheduled training, they will be recommended for recycle. Only the Battalion Commander can make exceptions to this policy (per the ARNG OCS ISAP). Candidates will have 27 months to complete all three phases of the OCS program. A candidate failing to complete all three phases within 27 months will need to reenroll for the entire program. If an Officer Candidate is relieved from the current phase of training, the candidate must reenroll and begin that phase from the beginning.

1-5. Requirements for Graduation with Honors.

a. All Candidates are encouraged to strive for excellence. Earning a student honor is very prestigious and indicates excellence throughout the course. The criteria for student honors focuses on the "whole person" concept and requires the candidate to have excelled in physical readiness, 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, except for 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.

1-6. Student Honors.

a. Erickson Trophy Recipient / Distinguished Honor Graduate. This award is given to the top candidate in each OCS class in each state. This award is presented by the authority of the Department of the Army and the Air Force, National Guard Bureau and signifies distinguished leadership and academic ability.

b. 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 their superior leadership abilities.

c. Physical Readiness Award. This award is presented to the candidate with the highest average score on all ACFT's, a first time GO on the 3 required foot marches and 4 mile run. This award signifies the candidate excelling in physical readiness and is in recognition of their superior level of physical readiness.

d. Honor Graduates / Commandant's List. Honor graduates are those officer candidates who graduate at the top of their class. The number of officer candidates who are designated honor graduates is determined by each state but cannot exceed 33% of the graduating class.

e. Other Awards Determined by Each Region or State. Local commands may present additional awards IAW local policy and tradition.

Chapter 2. THE HONOR SYSTEM

OCS Honor Code: An Officer Candidate will not lie, cheat, steal, or tolerate those who do.

2-1. Origin of the Honor System.

a. Professional Responsibility. A profession is an occupational field that, in general, requires specialized, continuous training and a strong desire to serve. Its members accept responsibility for their own actions and realize that what they do affects the reputation of the group. All professions have established ethical codes that outline the standards of conduct accepted by the members of the profession and those they serve.

b. Military Code of Ethics

(1) Every officer holds a special position of moral trust and responsibility. No officer will ever violate that trust or avoid his / her responsibility for any of his / her actions regardless of the personal cost. An officer is first and foremost a leader of Soldiers. They must lead by example and personal actions. They cannot manage their command to effectiveness...they must be led, and an officer must therefore, set the standard for personal bravery and leadership. All officers are responsible for the actions of all their fellow officers. The dishonorable acts of one officer diminish the corps; the actions of the officer must always be above reproach.

c. An officer has the ethical responsibility to be a role model, develop others ethically, and avoid putting peers and subordinates into ethical dilemmas. As professionals, officers must have the moral courage to stand up for an unpopular course of action even when those opposed are their peers or their leaders. Officers must also have the moral courage to take unpopular action against subordinates when it is necessary. Professionalism requires officers to attempt to correct their leaders, peers, and subordinates when they veer from the military code of ethics. Those who refuse to change should be purged from the group lest they weaken the reputation of the whole military organization.

d. The Honor Code is based on the principle that integrity is an essential value of any military member; therefore, any candidate found guilty of a breach of integrity may be relieved from OCS as well as face disciplinary action. The Honor Code accepted at USAIS and the ARNG OCS, while broad in application, is precise in its meaning: "Each student's work is to be his/her own." No student may give or receive unauthorized aid. The OCS Honor Code states: "An Officer Candidate will not lie, cheat, steal, or tolerate those who do." Therefore, any candidate who knows of an Honor Code violation but fails to report it has committed an Honor Code Violation.

2-2. Implementing the Honor System.

The Officer Candidate School uses the Honor Code to implement the honor system. The code becomes the foundation for each Candidate's ethical development and behavior. The Honor Code is simple in nature, "An Officer Candidate will not lie, cheat, steal, or tolerate those who do."

a. Lying. Candidates violate the Honor Code by lying if they make an oral or written statement, a gesture of communication, or quibble in the presence of or to another person with the intent to deceive or mislead.

(1) Oral statements:

(a) Candidates are expected to answer questions fully and truthfully even though the answer may concern their own involvement in an incident.

(b) Candidates should not be asked questions of a deeply personal nature when there is no official purpose or basis for the questions. In the event Candidates are asked frivolous personal

questions, the Candidate has the right to respond, "Sir that is a personal matter."

(c) If a Candidate is asked to comment on an unpleasant situation, common decency and etiquette requires that a Candidate's reply be inoffensive and tactful. Tact is allowed only to spare the feelings of others; it is never condoned to suppress a truth that a Candidate does not wish to disclose.

(2) Written Statements. A Candidate's signature or initials affirm a written communication. All signed documents must be specific and exact in all aspects. Candidates are responsible for reading the documents and the regulations or orders with which the signature indicates compliance.

(3) Gestures. All gestures, such as nodding one's head or raising one's hand, to convey a message to someone else in lieu of oral or written statements must be truthful.

(4) Quibbling. Quibbling is the creating of a false impression through evasive wording, the omission of relevant facts or the telling of a partial truth.

b. Cheating. Candidates violate the Honor Code by cheating when they act out of self-interest by using or sharing information, they or others should not have had access to or by plagiarism. Plagiarism occurs when a candidate presents someone else's work as their own without proper reference or documentation.

c. Stealing. Candidates violate the Honor Code by stealing when they wrongfully take, obtain, or withhold possessions, money or personal property with the intent to permanently deprive or defraud the original owner of its use.

d. Tolerating.

(1) Candidates violate the Honor Code by tolerating others who violate the honor code. Tolerating is having firsthand knowledge, not hear say, of an honor violation and not confronting the offender to self-report or ultimately reporting the incident directly. This is perhaps the most difficult part of the Honor Code.

(2) If a Candidate overlooks a violation of the Honor Code, he / she is sending the message to the violator that the action is proper. This undermines the Honor Code, the honor system, and the military code of ethics. Candidates must remember that when someone commits an honor violation it shows that he / she lacks integrity and has poor judgment. Neither one of these character flaws will be corrected without the code being enforced; consequently, the violator will carry these out into the military organization.

e. The honor code does not preclude Candidates from working together in or out of the classroom, when directed to do so by the appropriate instructor, nor does it preclude mutual discussion of individual solutions to un-graded homework requirements prior to submission. The Honor Code is not designed to stifle individual academic freedom or deny sharing of knowledge or interacting with fellow Candidates; however, each graded requirement, oral or written, weighted or un-weighted, must be an individual effort. Candidates are advised not to perform any acts or omissions that provide an unfair advantage over their peers such as collaboration, or tolerance thereof, on graded assignments, unless specifically authorized to do so by the instructor. Instructors will inform the Candidates when they are permitted to work together in preparation for a project, assignment, etc. Accordingly, each Candidate should report any knowledge of Honor Code violations.

f. Plagiarism is considered an Honor Code violation. Plagiarism occurs when a student borrows written material, to include written material in electronic form, from another writer but fails to credit the original writer with the work. Each student's work is to be his own; no student may give or receive unauthorized aid about graded examinations, evaluations, or assignments; and any student who knows of an honor code violation but fails to report it also commits an honor code violation. Cadre or instructors often direct Candidates to prepare "opinion" papers. The opinion must be the candidate's own, and not

that of another, online source, etc.

2-3. Enforcing the Honor System.

a. Identifying Policy Violations. The purpose of the honor system is to foster an attitude of integrity and honor. Intentional violations of policies and regulations can technically be considered dishonorable; however, the Honor Code should not be used to enforce them. Intentional violations of the OCSOP, policy letters or rules stated by Platoon Trainers are handled as disciplinary matters. Policy violations could lead to misconduct dismissal from OCS. The following items are examples of policy violations:

- (1) Fraternization
- (2) Unauthorized departure from the company area
- (3) Unauthorized absence from scheduled training
- (4) Possessing unauthorized items

b. Identifying Honor Code Violations. An honor violation has two parts: the act and the intent of the accused. The act is the attempt to lie, cheat, steal, or tolerate such actions on the part of another Candidate. If the accused Candidate's intent was to misrepresent the reality and truth of a situation or try to get an unfair advantage over other Candidates, then a violation has occurred. The intent is the most important factor in determining a violation. If the act or statement was intended to deceive, then there is no question as to the intended result.

c. Identifying Mistakes. If a Candidate inadvertently commits an act that violates the Honor Code or policies, then the Candidate has made a mistake. Candidates are not expected to report each other's mistakes unless they will lead to safety risks or monetary costs. Mistakes are disciplinary problems and are punished accordingly.

d. Courses of Action.

(1) Candidates are not expected to report themselves for mistakes or policy violations unless they feel it is necessary to have a clear conscience, ensure the safety of others or save the military money. A Candidate is expected to be honest and take responsibility if confronted about a violation by another Candidate or cadre member.

(2) If Candidates or cadre members witness a violation, they should analyze the situation and determine what the act and the intent were. They should address the Candidate who committed the violation. If the violator's actions were unintentional, then they should express concern about the violator's poor judgment and offer alternate courses of action for the future.

(3) Anyone who witnesses what might be an Honor Code violation must report it immediately to cadre, who will then notify the Company Commander. The Company Commander will make the determination if the violation should be handled by the cadre chain of command.

Chapter 3. EDUCATION & TRAINING

3-1. General.

The training of Soldiers to assume the responsibilities of commissioned service in the United States Army is a mission of great national importance. OCS training and education gives the Candidate a strong foundation to begin his / her career as an officer. The training a Candidate receives focuses on fundamental leadership development, introductory development of technical and tactical skills, and attitudes and values conducive to successful commissioned service. Recycles will take all tests, regardless if they previously passed.

3-2. Academics.

a. General. The staff and faculty at the Infantry School endeavor to make candidate training as meaningful, beneficial, and professional as possible. To fully accomplish this objective, you must thoroughly understand the academic policies, programs and procedures established for the Officer Candidate School. Academic development is the responsibility of the instructional departments of the United States Army Infantry School and the 199th Brigade under the supervision of the Assistant Commandant, USAIS.

b. One of the principal responsibilities of each Candidate is to study, understand and retain the academic instruction presented. Study time is available and preparation for each class is the Candidate's responsibility. The Candidate leadership receives a training schedule from cadre prior to the training. Candidates are responsible to prepare for classes as appropriate and study to acquire the knowledge required to pass respective tests.

3-3. Academic Examinations.

There are 2 written exams in phase I and a Land Navigation night into day practical exam. Phase II has 5 written exams. Each exam will have one retest. Failure to pass a retest will result in an academic dismissal. The ISAP has the breakdown of all exams and the requirements.

3-4. Field Leadership Exercise (FLX).

a. The FLX is the best means of evaluating leadership within the parameters of OCS. The FLX provides the opportunity to apply leadership and tactics instruction to realistic war fighting scenarios and to demonstrate skills in a field environment. The FLX provides direction through the application of decision making, planning, and supervising techniques. Once the potential of the Candidate is identified, it can be further developed under simulated combat scenarios. During the FLX, Candidates receive the maximum number of leadership opportunities available. The trainer/evaluator will give feedback on how the Candidate performed. After Action Reviews (AARs) are done during and after the FLX as an additional means of allowing Candidates to learn and grow.

b. The FLX is progressive in nature, beginning with individual/team development through squad and platoon operations. The focus of the exercise is to evaluate Candidate's ability to lead in a simulated combat environment. Candidates are expected to conduct troop leading procedures, write an OPORD, create a sand table, and lead their squad on a 300-400 meter lane to an objective, where they must display competence, tactical knowledge, flexibility, and morals/ethics.

3-5. Physical Readiness Training.

a. General. The goal of the physical fitness training program is to improve the physical stamina and fitness of each Candidate. It emphasizes running, endurance and upper body strength. The program challenges Candidates early in the course and progresses to building a program using obstacle courses, Combatives, daily physical readiness training (PRT) and foot marches.

b. Objectives. The objectives of the OCS physical training are two-fold: first, teach Candidates the proper method for conducting a unit level Physical Fitness Training Program. Second, assist the Candidates in achieving and maintaining a high level of physical fitness while attending the course.

c. In addition to daily physical training, Candidates will participate in the following (ISAP has the required time breakdowns):

- (1) Foot marches.
- (2) Ability Group Runs.
- (3) 4-mile Graduation Run
- (4) Confidence/obstacle course.

d. ACFT. Candidates will take two record Army Combat Fitness Tests. The first ACFT is conducted prior to the start of phase I and the second prior to the start of phase III.

Chapter 4. LEADERSHIP DEVELOPMENT AND EVALUATION

4-1. General.

The leadership evaluation program at OCS is based on the premise that leaders are developed by leading, using proven techniques that have been historically effective. It initially requires the Candidate to follow a prescribed format and moves gradually toward allowing individual initiative in problem solving and critical thinking.

4-2. Leadership Assessment.

Cadre assess leadership performance during garrison and field training.

4-3. Troop Leading Procedures.

a. One of the most important tools in successful leadership is understanding and applying the eight steps of the Troop Leading Procedures (TLPs). Therefore, OCS stresses the use of TLPs to effectively accomplish the mission.

b. The eight steps of the TLPs provide a format to follow in any leadership situation. As the leader gains experience, he will employ the TLPs automatically with little thought given to the actual steps.

c. Each Candidate receives opportunities in both garrison and field environments to demonstrate their ability to properly use the TLPs to accomplish a mission.

4-4. Performance Based Leadership Assessment.

a. Leadership evaluation at OCS measures performance and potential. OCS is structured in a manner that affords each Candidate ample opportunity to perform. Performance is the basis for all evaluation. Therefore, all Candidates have an equal opportunity to excel. Performance on diagnostic tests, Candidate leadership responsibilities, and individual responsibilities serve as an indication of leadership ability.

b. Candidate Leadership Responsibilities. Candidates will be evaluated while performing duties in a leadership position. Candidates will serve in evaluated leadership positions in garrison and in the field. The Trainers will counsel Candidates on their strengths and shortcomings during leadership assignments and assign retraining where applicable. The failure to correct leadership shortcomings after counseling may result in dismissal.

4-5. Assessment Forms.

The assessment process involves the Candidates using the Self-Assessment Report and Spot Report.

a. Self-Assessment Report. Candidates complete the self-assessment report within 24 hours after completing their leadership position and before the Trainer counsels him/her. The form allows the Candidate to have an active role in the evaluation process. It will summarize his/her own performance and list his/her strengths and weaknesses. After counseling, the Candidate will complete the second portion of the self-assessment report (summary of counseling).

b. Spot Report. The Trainers use this form to record a Candidate's behavior for negative or positive behavior.

4-6. Student Leadership Positions.

a. The student leadership includes positions from team leader to company commander. Squad leader

and above are evaluated and require formal individual counseling by cadre. Positions are rotated to provide each Candidate the maximum opportunity for leadership development. The student leadership serves to facilitate control of the company and to provide Candidates leadership development and evaluation opportunities as well as supervise and inspect all Candidates on extra duty.

b. The Candidate leadership consists of the following positions:

- (1) Company Headquarters (referred to as the Top Three)
- (2) Company Commander (CO)
- (3) Executive Officer (XO)
- (4) First Sergeant (1SG)
- (5) Platoon Leader (PL)
- (6) Platoon Sergeant (PSG)
- (7) Three to four Squad Leaders (SLs)

c. Candidates occupying leadership positions will be evaluated IAW the Leadership Assessment Program. The rating scheme for leadership positions is outlined below.

POSITION	RATER
Squad Leader	PLT Trainer
Platoon Sergeant	PLT Trainer
Platoon Leader	PLT Trainer
First Sergeant	1SG
Executive Officer	XO or SR Trainer
Company Commander	CO

d. Duties and Responsibilities. It is up to the Candidate leadership to best use their time, troops, and material to accomplish assigned tasks. Although it is desirable to relate the task requirements as closely as possible to the tasks a new lieutenant will face, it is not entirely possible. However, while the task may not be relevant, the skills and overall attitude of the Candidate employed for successful completion of these tasks is entirely relevant to the needs of a junior officer. The Candidate leadership has numerous administrative assignments involving the gathering of information, its analysis, and the preparation and submission of reports.

f. Candidate leadership positions normally rotate every 24 hours in Phase I. The length of platoon leadership positions in Phase II is left to the discretion of the Company Commander, but will not exceed 48 hours or 1 IDT period.

g. The specific duties of Candidates assigned to leadership positions are listed below. Each Candidate will familiarize themselves with the responsibilities before assuming that position. The Company Commander and Trainers may add additional duties.

4-7. Leadership Duties.

a. Candidate Company Commander (CO).

(1) The Candidate Company Commander (CO) 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.

(2) Additionally, the CO is responsible for conducting the troop leading procedures and orders process. Using the TLPs and orders, he / she prepares the company for upcoming training as appropriate. This is done using input from the Company Training Schedule for the class, policies, SOPs, precedents from previous operation orders, and information from the cadre.

(3) The Candidate CO exercises command through his/her XO, 1SG and PLs. They also use their company level additional duty officers to accomplish missions.

(4) The Candidate CO is responsible for the discipline, welfare, morale and control of the company. Furthermore, he/she will:

(5) Supervise the XO and the 1SG in the accomplishment of their mission.

(6) Supervise the PLs in supporting and enforcing the policies, procedures and standards set forth in the OCS program and take positive action to correct deficiencies.

(7) Be responsible for all status reports.

b. Candidate Executive Officer (XO).

(1) The XO is the principal assistant to the Candidate CO and acts as his/her chief advisor and administrator. The Candidate XO should do everything possible to relieve the CO of administrative burdens through the proper management of resources, time, personnel, and material. The Candidate XO will assume command of the company in the absence of the Candidate CO.

(2) He will report to the place of instruction with the XO detail ten minutes ahead of the company to prepare for the class as necessary.

(3) The XO will ascertain the exact location and route of travel to training areas and will inform the Candidate CO of such.

(4) Coordinate with cadre 1SG or Senior Trainer for arms issue and turn in. The Candidate XO will use platoon Arms Room Officers to supervise operations and will arrange with the company Supply Officer for all supply needs.

(5) Enforce supply discipline.

(6) Maintain the XO's book. The XO's book will be neat, presentable, updated and will include at minimum:

(a) Training schedule.

(b) Chow schedule.

(c) Current operation order.

(d) Daily weather forecast.

(e) Medical Evacuation (MEDEVAC) procedures.

(f) Important telephone numbers- (Battalion, Company, MP, MEDEVAC, and Supply).

(g) Class roster.

c. Candidate First Sergeant (1SG).

(1) Monitors and coordinates control of all matters pertaining to logistical needs and administrative actions with the cadre 1SG. Close coordination with the Candidate CO, Candidate XO and major company level additional duty officers are vital. Active communication and supervision through the platoon sergeants are essential, but this communication should complement the formal chain of command, not circumvent it.

(2) Formation Accountability

(3) The Candidate 1SG will form the company and receive the report in accordance with the procedures outlined in Chapter 8, TC 3-21.5. Additionally, the 1SG will prepare an index card of the company accountability for the Duty Trainer and will update this card following formations or changes in

personnel status.

(4) The Candidate 1SG will maintain an accurate accountability status report always. This accountability is to be obtained no later than 5 minutes prior to any formation. PSGs will make an informal report to include any Candidates not present for duty and the reason for their absence.

(5) The Candidate 1SG will keep the Candidate CO and Candidate XO informed of the current accountability status at all times.

(a) Classroom Accountability.

1. Candidates leaving or returning to any instruction must first check with the Candidate 1SG and on duty Trainer.

2. Any time the status changes the student 1SG will inform the on duty Trainer.

3. When the class is divided into more than one training area, accountability must be kept in all areas.

(b) Police Details.

1. Company details include indoor maintenance (i.e., offices, stairwells, hallways, latrines, unoccupied rooms and day rooms).

2. Complete details prior to moving to training. They are subject to inspection after this time and are to be maintained after return from class.

d. Platoon Leader (PL).

(1) The platoon leader commands the platoon and is responsible for the discipline, welfare, morale and control of his/her subordinates. Ultimately, he/she is responsible for everything the platoon does or fails to do.

(2) The PL commands primarily through the squad leaders (SL), delegating authority through the platoon sergeant (PSG). The platoon leader will ensure that:

(a) Proper accountability is maintained.

(b) PSG and SLs are fulfilling their responsibilities.

(c) Platoon members receive information necessary for the platoon to accomplish the assigned mission.

(d) An equitable distribution of details and privileges exists and Candidate's personal needs are taken care of.

(e) Platoon additional duty officers receive supervision and coordinate their work to ensure timely completion of assigned missions.

(f) Candidates are spot checked for appearance, required knowledge and preparedness for training.

(g) The Platoon Training Officer receives a daily briefing on the status of the platoon. This briefing will include, but is not limited to, morale, individual personal problems, inspection results, anticipated problems and planned courses of action for improving platoon performance.

(h) Inspect Candidate's weapons, sensitive items and platoon equipment before and during training and prior to turn in.

(i) A platoon notebook or binder is maintained and contains the following items: platoon roster, additional duties roster, leadership, and any additional items required by the Platoon Trainer.

e. Platoon Sergeant (PSG).

(1) The PSG is the principal assistant to the PL and will assume command of the platoon in his / her absence.

(2) The PSG will:

(a) Conduct formations in accordance with Chapter 7, TC 3- 21.5 (Drill and Ceremonies) and assist the PL in the control of the platoon during movement.

(b) Maintain accurate accountability of members of the platoon at always.

(c) Enforce the regulations and directives of OCS.

(d) Ensure that platoon members maintain and account for equipment always.

(e) Distribute pertinent information to the platoon in a timely manner.

(f) Maintain control of and ensure compliance by the platoon of all SOPs and directives when the platoon is at all training sites and when on busses traveling to and from training.

(g) Form the platoon prior to meals and march the platoon as a unit to the DFAC.

(h) Assist the PL in conducting inspections of the platoon area.

(i) Coordinate with the Candidate 1SG in all administrative matters concerning the platoon.

(j) Ensure the platoon bulletin board is maintained and up to date.

f. Squad Leader (SL). The SL is the direct supervisor of the individual squad members and will ensure:

(1) The personal appearance and cleanliness of squad members.

(2) Squad members maintain and account for all government property issued.

(3) A squad status is maintained, to include the location and activity of squad members.

(4) The squad is prepared to accomplish the assigned mission.

(5) Candidates are present for all formations or properly accounted for.

(6) Each squad member's area and wall locker is inspection ready, always.

(7) The squad properly completes details in accordance with established policies and standards.

(8) All squad members are kept informed.

(9) Changes in the squad status are reported to the PSG.

Chapter 5. DISCIPLINE AND POLICIES

5-1. 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 dismissal or recycle.

a. Candidates must conduct themselves in accordance with Army Regulations and Army Traditions (customs and courtesies, military discipline, and the Army Values).

b. All Candidates must read this SOP by the end of week one. After reading, all Candidates must sign a counseling statement acknowledging responsibility for adherence to the contents of this SOP. This counseling statement is maintained by OCS for a minimum of one (1) year after the Candidate has either graduated or been removed from OCS in their student packet.

5-2. Discipline.

a. Discipline is achieved through effective leadership.

b. Disciplined units begin with disciplined Soldiers of character. Soldiers with discipline are orderly, obedient, and dependable. They do their duty promptly and effectively in response to orders or even in the absence of orders.

c. A professional Soldier is never off duty. He/She is always viewed as a representative of the Army whether they are in uniform or out of uniform. Soldiers must always abide by the standards of discipline and professionalism 24 hours a day.

d. "Military discipline is founded upon self-discipline, respect for properly constituted authority, and the embracing of the professional Army ethic with its supporting individual values. Military discipline will be developed by individual and group training to create a mental attitude resulting in proper conduct and prompt obedience to lawful military authority.

While military discipline is the result of effective training, it is affected by every feature of military life. It is manifested in individuals and units by cohesion, bonding, and a spirit of teamwork; by smartness of appearance and action; by cleanliness and maintenance of dress, equipment and quarters; by deference to seniors and mutual respect between senior and subordinate personnel; by the prompt and willing execution of both the letter and the spirit of the legal orders of their lawful commanders; and by fairness, justice and equity for all Soldiers, regardless of race, religion, color, gender and national origin." AR 600-20 Army Command Policy, 4-1. Military discipline

e. The OCS Disciplinary System discussed in this chapter addresses incentives for excellence and corrective or punitive actions for violations of the policies of the OCS program. This system is used to maintain high standards of disciplined performance.

5-3. Disciplinary Actions.

Administrative actions to correct indiscipline or poor performance are:

a. Cadre may issue a verbal reprimand to correct a minor violation. A Candidate must ensure he/she understands the violation and what actions are necessary to avoid repeating the same violation.

b. Formal counseling. Cadre may formally counsel a Candidate to correct a violation. Formal counseling is recorded on an informal memorandum, counseling statement, spot report, or leadership performance evaluation report.

c. Written assignment. Cadre may assign written assignments to correct a violation. The assigning cadre will specify the topic and length of the assignment. The maximum allowable words per essay are 1000 words. Maximum allowable preparation time is one duty day per each 1000 word essay, unless otherwise directed. All written assignments are reviewed for grammatical content and punctuation. Assignments containing gross errors will require resubmission.

d. Disciplinary physical training. Cadre may require a Candidate to perform a physical training task to correct a violation. These corrective actions will not exceed five repetitions, nor an individual's physical capability, and will be performed in the presence of the cadre.

5-4. Fraternization and Other Prohibited Activities.

a. Relationships between Candidates and Cadre, regardless of company or phase, 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. Any relationship between permanent party personnel and Candidates not required by the training mission is prohibited. This prohibition applies to permanent party personnel without regard to the installation or unit of assignment of the permanent party member or the Candidate.

c. Fraternization as defined by AR 600-20 and DA Pam 600-35. The following activities between Candidates and cadre are prohibited: sexual relationships, public displays of affection, close dancing, handholding, touching, kissing or other similar contact, sharing a POV, personal friendships and drinking together at unofficial functions.

d. Candidate/Candidate fraternization is also prohibited. 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 will not engage in Candidate/Candidate fraternization or other prohibited activities. Failure to follow these guidelines may result in relief from the course. Candidates interact closely with one another and must exercise self-discipline and good judgment to prevent compromising situations. Candidates are not authorized to engage in any real or perceived conduct with one another that is unduly familiar. The following guidelines apply:

(1) A Candidate will not kiss, hold hands, touch inappropriately or close dance. A Candidate will not occupy the same piece of furniture (furniture is defined as chair, bed, etc.). A male and female Candidate will not sleep or billet in the same room or sleeping bag; maintain joint occupancy on or off post in such areas as motel rooms and apartments; or visit each other's rooms with doors closed.

(2) Doors to barracks rooms must remain open unless Candidates are changing uniforms. Closed-door meetings are not authorized.

(3) In a field environment, Candidates of opposite gender may occupy the same fighting position.

5-5. Wearing of Uniforms.

a. All Candidates will read and be IAW AR 670-1, Wear and Appearance of Army Uniforms and Insignia.

b. The daily garrison uniform is the standard Army uniform with the load bearing vest (LBV), issued 3-day assault pack, camel back or 2 canteens. The field uniform will be dictated by the lesson plan. The Physical Fitness Uniform will be determined by the Company Commander (guidelines in Appendix C-4).

5-6. Prohibitions against Profanity and Obscene Language. The use of obscene, vulgar, or profane

language is prohibited. Language is obscene, vulgar, or profane when, under circumstances and way such utterance was made, it would clearly offend a reasonable person's sense of decency.

5-7. Unauthorized Items.

a. The unauthorized items list (Appendix F) is developed to ensure good order and discipline in the OCS barracks living environment. Candidates will participate in an inventory process in week one of the course. Any unauthorized items will be identified and stored in the company storage room during the course. Candidates will be counseled on unauthorized items and will be held responsible for any unauthorized items in their possession following the inspection and storage. Candidates may be considered for recycle or relief for violation of the unauthorized items after the inspection and storage process.

b. Privately Owned Weapons. Candidates will not bring Privately Owned Weapons to OCS.

c. Fireworks. The introduction, possession and use of all fireworks are prohibited in OCS.

d. Telephones/Cellphones. Candidates are not authorized to have cellular phones while at OCS. Use of phones is limited by the training schedule and to certain locations. Cell phones are not authorized in classes or classrooms. Candidates may only use cell phones for emergency and must be approved by Cadre in Phase II and Phase III.

e. Prescription Medications. Upon arrival Candidates with medications must inform their Platoon Trainer on Day 1. All Candidates with medications will have their medication validated by a Military physician. This process ensures the medication will not be harmful to the Candidate in an environment that is physically, mentally, and emotionally demanding. Candidates will be responsible for managing their own medications.

5-8. Running/Marching.

a. Foot columns will be conducted on the right shoulder and off the roadway when possible. When not possible, they will be marched or run on the extreme right-hand side of the traveled streets in columns of three.

b. The OIC, NCOIC or OCIC will be positioned to effectively control movement of the troops and at the same time offer no impediment to traffic.

c. Road guards will be dispatched to all approaching intersections in sufficient time to allow vehicular traffic to halt without endangering the lives of troops or creating traffic hazards. All foot columns will comply with traffic signals.

d. Road guards will use extreme caution by looking to the right, left, and front before entering an intersection.

e. Road guards will be positioned 25 meters behind and 25 meters ahead of all formations. Road guards will wear highly visible reflective belts and will carry clear lens flashlights during periods of limited visibility (rain, fog, darkness and so on).

f. Marching/running troops in formation have the right of way over all traffic except emergency vehicles.

Chapter 6. PROCEDURES

6-1. 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)."

6-2. Saluting, Addressing and Courtesies.

a. Saluting. Salutes will be rendered IAW TC 3-21.5 (Drill and Ceremonies) when appropriate IAW AR 600-25 and local SOP. To further emphasize saluting, attention to detail, and being cognizant of ones surroundings, saluting distance will be that distance at which a candidate recognizes an officer or a set distance IAW local SOP.

b. When addressed by an officer, a candidate stands at the position of attention. Candidates reply, "Sir, Officer Candidate [Last Name]." When addressed by an NCO, candidates will stand at parade rest and respond, "Sergeant, 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 do so 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. 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 as appropriate.

(4) When initiating conversation with cadre, candidates must "Request permission to speak." This is not required when saluting or rendering military courtesies.

(5) 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.

(6) 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.

(7) There are only two exceptions to this guidance.

(a) When in the dining facility and a Lieutenant Colonel or above, or CSM or above enter the dining facility, the first Candidate to see them will command "At ease." All movement and conversation will cease, and Candidates will move to a modified position of attention. Seated Candidates will stop eating and sit up right with hands to sides until told to "Carry on." Seated candidates should not attempt to stand.

(b) The other exception is during weapons maintenance. When cleaning weapons and the weapons are disassembled, the first Candidate to see an Officer senior to the Company Commander or NCO outranking the First Sergeant will call the appropriate command but will remain in the current positions and cease work until told to "Carry on" from the Officer/NCO. This is to prevent loss of small weapon parts.

(8) If in a group (not a formation) and an Officer approaches, the first Soldier to recognize the Officer calls the group to attention when the officer is recognized and Officer Candidate performs a salute.

(9) Candidates will not salute while running as individuals. They will come to a quick time, salute, and render the greeting of the day. Once the salute is returned, they will lower the salute and return to running.

(10) When unnoticed by, or approaching, a superior Officer from a blind spot, a Candidate will salute and announce "By your leave" or locally produced call and response per local SOP, as they pass by. Once the Officer acknowledges them, they will lower the salute and continue on their way.

d. Reveille and Retreat.

(1) When the flag is being raised in the morning, Soldiers should stand at attention on the first note of Reveille, face the flag or the music if you cannot see the flag, and render a hand salute.

(2) When the flag is being lowered in the evening, on the first note of Retreat, face the flag or the music, and stand at the position of attention if you are not in a formation. If you are in formation, the Soldier in charge will put the formation at parade rest. On the first note of "To the Colors," render a hand salute. If you are in formation, salute only on the order of "Present arms."

(3) If you are in civilian clothing, stand at attention and place your hand over your heart. Vehicles in motion should stop. If you are in a car or on a motorcycle, dismount and salute. If you are with a group in a military vehicle or bus, remain in the vehicle. The senior person in the vehicle will dismount and salute.

(4) When you are passing, or being passed by, the colors that are being presented, paraded or displayed; salute when the colors are six paces from you. Hold the salute until the colors are six paces beyond you.

e. When walking with a senior in rank, walk on his/her left side.

6-3. Reporting.

a. Reporting to an office. When Candidates are required to report to a Cadre's office, the Candidate will report IAW military customs and courtesies.

(1) The Candidate will center him/herself in the doorway, knock three times with the palm of the right hand on the Commanders/Cadre's door or door frame and wait at the position of attention until acknowledged by the Commander/Cadre member. Once acknowledged, the Candidate will state "Sir/Ma'am, Officer Candidate [Last Name] requests permission to enter." Once told to enter, the Candidate will enter and walk two steps from and centered in front of the desk, assume the position of attention, and simultaneously render the hand salute while saying, "Sir/Ma'am, Officer Candidate [Last Name] reports." The Candidate will execute order arms when the Officer returns the salute.

(2) After being dismissed the Candidate will assume the position of attention and render the hand salute. The Candidate will order arms after the salute is returned, conduct an about face and exit the room by the most expeditious route available.

b. Reporting outdoors. When reporting to cadre outdoors, the Candidate assumes the position of attention, salutes, and states, "Sir/Ma'am, Officer Candidate [Last Name] reports."

c. Candidates use the term, "Sir, Ma'am or Sergeant" only one time per sentence when addressing cadre, i.e., Candidates will not state "Sir, OC [Last Name] requests permission to speak."

d. Reporting to a NCO. The Candidate executes the same procedures except assumes the position of parade rest after attention. The title Sergeant, First Sergeant or Sergeant Major is substituted for Sir/Ma'am.

e. When Candidates have not been directed to report, but need to speak with their Trainer, the Candidate will knock on the door and state, "Sir/Ma'am, (or Sergeant), OC [Last Name] requests permission to speak with you."

6-4. 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.

6-5. Movement.

a. Marching in formation.

(1) Three or more Candidates constitute a formation. Formations will march in a single column with a Candidate in charge on footpaths or sidewalks and three columns with a Candidate in charge at all other times. Candidates will not walk in any grassy area unless dictated by Cadre.

(2) Formations will not depart from or for a training location without ensuring proper accountability and the approval of the on-duty Trainer. The class will carry the class guidon whenever they march. Display the guidon, when not in use, in the unit area.

(3) Officer Candidates will march in company formation to all training and meals.

b. Road Guards. A minimum of four designated road guards is required for any company formation movement. Road guards wear a PT belt during all formation movements. During hours of twilight or limited visibility, road guards carry an operational coned flashlight in the hand closest to the outside of the formation. Road guard responsibilities are:

(1) Front road guards will lead the element by 25 meters and rear road guards will trail the element by 25 meters. During periods of limited visibility road guards increase the distance to 50 meters.

(2) Front and rear road guards warn traffic of the formation. They do not post themselves at an intersection, which 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 posted at intersections will stand at a modified position of parade rest. Their right arm will be extended in front of their body; palm facing the vehicle with fingers extended and joined 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.

6-6. Dining Facility (DFAC).

a. General. Additional dining facility procedures will be determined by local policies and can be found in Appendix I.

b. The company will have 30 minutes, unless otherwise specified, to enter and clear the DFAC. This is due to other companies and scheduling. The Candidate leadership is responsible for developing the necessary control measures needed to ensure the task and standards are met. IAW TR 350-6 all Candidates may eat and drink anything the DFAC serves but are highly encouraged not to drink caffeinated beverages or eat dessert due to physical training requirements.

c. Phase I/Basic Officer Candidate Status

(1) Inside the DFAC. Basic Officer Candidates will not talk inside the DFAC.

(2) Candidates will ground all equipment in formation prior to entering the DFAC and will post two equipment guards per platoon to secure it and to ensure that it is dress-right-dress. The following grounding procedures will be utilized.

(a) Warning Command "Prepare to Ground Equipment."

(b) Preparatory Command "Ground Equipment." After this command, candidates simultaneously move their hands from the position of attention to the chinstrap on their helmet (if worn) and unsnap it. Candidates then unfasten the chest clips on their LBV/MOLLE vest and then unfasten the pistol belt buckle or unzip the MOLLE vest. Finally, candidates slip their hands through the arm openings of the LBV and hold that position with their hands pointing to the front, perpendicular to the ground and fingers extended and joined together.

(c) Command of Execution "Move." After this command, candidates simultaneously slip the LBV/MOLLE vest off their shoulders and allow it to fall to the ground behind them. They then use both hands to remove their headgear and place it on the ground in front of them. The candidates then return to the position of Attention. All of this occurs in one smooth motion throughout the entire formation.

(3) The candidate XO will obtain the menus for each meal of the day. After the grounding of equipment, the candidate XO comes to Attention and sounds off with, "Attention to the reading of the menu." The XO then announces each item on the menu, which is echoed by the company formation with the final item being "and as always, ice cold water. Yum, Yum!". When finished the XO sounds off with, "This concludes the reading of the menu." The candidate 1SG will then give the appropriate facing and movement commands to get the company into the Dining Facility.

(4) Moving into the DFAC, Keep the doors closed for energy conservation (heat / air conditioner) and insects.

(5) Movement into the Dining Facility. While waiting to enter the dining facility, candidates stand at parade rest, 36" apart, foot touching the wall. As a vacancy occurs, the first candidates in line will come to the position of Attention, then step off to fill the vacancy. The remaining candidates will not speak, but will study their OC Guide or other testable materials.

(6) Candidates in leadership positions will stand outside of the line and make on-the-spot corrections of subordinate candidates' uniform and appearance and quiz them on required knowledge and the current day's training. The leadership falls into the serving line only after the candidates under their command have passed.

(7) All candidates will wash their hands prior to entering the Dining Facility.

(8) When the platoon begins entering the Dining Facility, the candidate PSG will designate an Officer Watch to monitor the DFAC entrance. The first time an officer enters the Dining Facility, the Officer Watch commands "At Ease." If subsequent officers enter the DFAC, the Officer Watch calls "At Ease" only if the newly arrived officer outranks those already present. When the Dining Facility is called to "At Ease," candidates stop eating, put their silverware down, sit at the position of Attention and wait until the command of "Carry On" is given.

(9) Candidates will select a table furthest from the serving line, filling in the spaces by occupying alternating seats on each side of the table. Candidates place their tray on the table and assume the position of Attention behind their seat until a candidate arrives at the space opposite them. The second officer candidate to arrive becomes the Candidate-In-Charge. After placing his/her tray on the table, the Candidate-In-Charge commands "Take, Seats." The two candidates then take their seats and consume their meal as quickly as possible while maintaining their vision to the boundaries of their tray. Candidates will drink all fluids and will consume as much of the meal as possible. No talking is allowed except to be excused from the table. Candidates may bow their head for a moment of silence prior to eating.

(10) If addressed by cadre during a meal, the candidate will sit at the position of Attention with hands on lap. The candidate will resume eating after the cadre departs.

(11) Candidates needing drink refills or who are departing after completing the meal will come to the position of Attention, sound off with, "Candidates, excuse me," secure their tray and leave the table.

(12) The first two candidates from each platoon to finish eating will relieve the equipment guards so they too may eat. Upon finishing their meal, all candidates will return to the formation, secure their equipment, and study their OC Guide or current testable material, and make uniform corrections while awaiting further guidance from the OCS cadre or the candidate chain-of-command.

(13) The candidate chain-of-command will eat together at a designated table and are permitted to talk quietly to coordinate upcoming training events. If the meal is immediately after a change-of-command, the old and new leadership rotations may sit together to ensure a smooth transition.

(14) Only water, juice, milk, Kool-Aid, and Gatorade are the encouraged beverages for candidates. Soft drinks, coffee, or tea may be strongly discouraged to be consumed at meals or at any other time unless authorized by the Senior Platoon Trainer Officer.

(15) Movement out of and from the DFAC. Candidates will exit the rear of the DFAC and assemble in the designated area. Candidates may move back to the company area as a platoon formation rather than company formation.

(16) Physical training and double-timing are suspended for 30 minutes after each meal.

d. Intermediate and Senior Officer Candidates. Policies are located in Appendix I for further information and guidance.

6-7. Sick Call.

a. Procedures and hours are determined at local schoolhouse.

b. A Candidate is authorized to miss a total of 8 hours from POI training. Candidates surpassing this timeframe will be recommended for dismissal and/or recycle.

6-8. Classroom Procedures.

a. Classroom procedures are as follows:

(1) Candidates move into the designated classroom and remove any gear, prepare for the class with appropriate manuals and note taking supplies, and sit down in their seats.

(2) Student leadership will sit in the first row, closest to the center aisle. Once all Candidates are seated, the student senior leader will ensure the instructor knows the number of Candidates for training.

(3) If a Candidate is falling asleep, he/she will stand up, take his/her writing material with them and move to the nearest side of the room, where he/she assumes a modified position of parade rest. When recovered he/she will return to their seat. OCs caught falling asleep are subject to negative spot reports, essays, or other disciplinary measures.

b. Break procedures: The instructor will designate a time to be back for instruction. All Candidates will quietly move out of the classroom and utilize the latrines if needed and move to the specified break area. Once complete the Candidates return to their seats and will be seated within the given time.

c. Exiting the classroom upon completion of training: Candidates secure all gear and materials. The student leadership gives instructions on where to form up and releases the platoon. The company platoon moves outside and takes accountability prior to leaving the training site.

6-9. Formations.

a. Scheduled formations are published by the chain of command as appropriate. 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 trainer.

b. The student leadership is responsible for accountability of the company. Formations will be conducted prior to all company or platoon movements.

6-10. Accountability and Reporting.

a. The student leadership has the responsibility of accounting for all students assigned to their company. Accountability and reporting procedures are as follows:

(1) Platoon leaders, platoon sergeants and squad leaders provide accountability in formation as specified in TC 3-21.5, with the following variations.

(2) Squad leaders report the location of soldiers, by name and number, as "(Assigned number) Candidates assigned, (number present at formation) Candidates present" and locations and names of Candidates not at formation. Squad leaders should have all information prior to formation and this information should be readily available.

(3) Platoon sergeants receive the report from each squad leader, and report the platoon accountability as present, accounted for or number out of ranks.

(4) The student first sergeant receives accountability reports from the platoon sergeants, mentally double-checks/accounts for all Candidates and reports the whereabouts of all missing Candidates to account for the entire company's assigned strength. Soldiers unaccounted for are reported as "out of ranks." The student first sergeant will ensure the duty trainer knows immediately if any Candidates are out of ranks.

b. Accountability of all soldiers and equipment is a constant process of updates provided whenever the report changes. When sensitive items are in formation or in the possession of Candidates, their status will be reported to the duty Trainer as well. This report will take place prior to any movement.

6-11. Mail.

a. Phase I and Phase III mail is delivered to the unit mailroom Monday through Friday. If the company is in the field for training the mail is delivered as soon as training allows.

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 Company Commander. All packages are subject to inspection upon receipt.

6-12. Miscellaneous Rules.

a. All areas not specifically authorized by OCS cadre are off limits to Officer Candidates.

(1) Officer Candidates will not swear, cuss, or use abusive language at anytime.

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

b. 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.

c. 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. Religious accessories/profiles must be approved by the Chaplain. Candidates will make certain all alarms and chimes on watches are "OFF" prior to the start of the day's activities.

Chapter 7. OFFICER CANDIDATE DISMISSAL, RECYCLE, RESIGNATION AND APPEAL PROCESS

7-1. General. Under certain conditions, Candidates may be dismissed from courses before course completion. The home state is responsible for determining if the Candidate is to be recycled. If the Candidate is recycled, they must start at the beginning of the phase in which they were dismissed. Candidates 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 into OCS.

7-2. Approval Authority. OCS Battalion and OCS Companies in each State will develop and implement a detailed local SOP for dismissal and recycle IAW AR 350-1.

a. Accelerated and consolidated Phases I and III. The OCS Battalion Commander at an accelerated course (all phases) or consolidated Phase I and III has the authority to dismiss candidates from the current phase of training for which they supervise if the candidate meets any of the following criteria:

(1) Honor code violations. A Candidate will not lie, cheat, steal, or tolerate those who do. A violation of this code may result in a recommendation for dismissal.

(2) Academic failure. Academic failure is defined as a failure to attain the required percentage on the respective academic exam or retest, which includes Land Navigation.

(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 is subject to disciplinary action. Candidates who receive repeated disciplinary actions are recommended for dismissal. Candidates committing any offense punishable under applicable laws and/or military regulations are considered for dismissal under this provision.

(5) Failed leadership evaluations. Candidates who fail to display improvement in leadership, and who continue to receive needs improvement 'N' on multiple leadership evaluations must be considered for dismissal. Candidates who receive an 'N' on one leadership evaluation will be given another opportunity in a leadership position prior to being recommended for dismissal. Candidates who fail to achieve a leadership evaluation of an "E" or "S" during Phase II or Phase III will not graduate this phase and will be dismissed.

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

(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.

7-3. Removing Soldiers from POI Training. The only person authorized to remove an Officer Candidate from training is the Battalion Commander or their delegate, if they determine that the presence of the Officer Candidate constitutes a significant training distracter for other candidates, or constitutes a safety hazard to other Candidates or Cadre. OC's continue to attend all POI training until final disposition on dismissal, recycle or appeal is determined. However, if an OC appeals and appeal is favored to the OC and they can continue in the OCS program, the responsible OCS Commander must provide the OC with all missed/make-up training.

7-4 Recommendations/Procedures for Dismissal or Recycle all phases.

a. Responsibilities.

(1) Platoon Trainer. The Candidate must first be counseled in writing using DA Form 4856 that they are in jeopardy of being relieved or recycled and why. Counseling sessions will be documented and signed by all counselors and acknowledged by the student. The counseling must contain the areas in which the candidate must improve, or actions that the candidate must discontinue to maintain enrollment in the current class, along with a specified amount of time they must 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 using DA Form 4856 recommending him/her for dismissal or recycle and explain the Candidate's appeal rights IAW AR 350-1. This evidence is included in the Candidate's record, along with counseling forms concerning the recycle or dismissal. The platoon trainer then presents the OCS Company Commander with complete documentation and evidence concerning all efforts made on behalf of the candidate.

(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 dismissal, 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 the 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 OC'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 the 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 dismissal is then forwarded to the Candidate's home state OCS or GS Battalion/RTI Commander for disposition.

g. Records. Records for a candidate dismissed from the course are maintained for 24 months IAW AR 350-1. The records must include, a DD Form 785, Record of Disenrollment from Officer Candidate School, a completed 'End of Course Summary and all documents that pertain to the dismissal. Recycled Candidate's records are maintained on file until the Candidate resumes training at the start of the phase which was previously dropped. The Candidate record then again becomes the candidate's active record.

h. Recycle Policy IAW AR 350-1 and AR 350-18. 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) Academic – a student may recycle once to a follow-on class. An academic recycle should be limited to extraordinary circumstances when a student shows significant potential.

(2) Medical or emergency recycles – Compassionate, hardship, 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.

(3) Failed leadership evaluations. Candidates who fail to display improvement in leadership, and who continue to receive subpar leadership evaluations must be considered for dismissal or recycle. Candidates who fail to achieve a leadership evaluation of an "E" or "S" during phase II or phase III will not graduate this phase and will be relieved. A recycle should be limited to extraordinary circumstances when a student shows significant potential and will not be enrolled in to the next class sooner than 6 months.

i. Reasons for Dismissal. The OCS Battalion Commander at consolidated phase training or the state OCS BN/GS Battalion Commander determines the grounds for dismissal. 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 dismissal.

(2) Academic failure. Academic failure is defined as a failure to attain the required passing percentage on any academic exams or the 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 is subject to disciplinary action. Candidates who receive repeated disciplinary actions are recommended for recycle or dismissal. Candidates committing any offense punishable under applicable laws and/or military regulations are considered for dismissal 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 dismissal or recycle. Candidates who fail to achieve a leadership evaluation of an "E" or "S" during phase II or phase III will not graduate this phase and will be relieved for potential recycle. OCS Company Commanders should review the Candidate's packet to ensure they meet the requirements to graduate from each phase.

(6) Lack of adaptability. A Candidate who fails to adapt to the stringent environmental conditions of discipline, teamwork, and mental and physical stress can be considered for dismissal. A Candidate who exhibits behavior contradictory to normally expected behavior can be referred to the OCS Company Commander for further evaluation prior to a dismissal 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. Knowingly falsifying or omitting facts that a reasonable candidate would perceive as wrong to do but choose to do for one's own or others gain/reward.

(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 dismissal 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.

(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.

7-5. 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 their request for resignation from the ARNG OCS program in writing to the Cadre chain of command explaining why they request to resign.

(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. They 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 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 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, counseling paperwork and the candidate's letter of resignation.

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 dismissal is processed as a dismissal.

e. Resignation. Officer Candidates will not be given the opportunity to resign in lieu of academic or leadership dismissals.

7-6. Candidate Appeal Process.

a. The following procedures apply in cases where dismissal is considered for motivational, disciplinary, or academic reasons IAW TR 350-18 and AR 350-1.

(1) The Platoon Trainer will notify the student in writing using a DA Form 4856 of the proposed action, the basis for the action, the consequences of disenrollment and explain the Candidate appeal process.

(2) The Platoon Trainer will advise the student that they will acknowledge by written endorsement within two duty days upon receipt of the written notification of dismissal action. The endorsement must indicate whether or not the student intends to appeal the dismissal action.

(3) The Platoon Trainer will advise the student the appeal must be submitted within seven duty days after receipt of the written notification of the dismissal action by the Battalion Commander.

(4) 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 GCMCA for review and final decision.

(5) Students who elect to appeal will remain actively enrolled in the course pending disposition of their appeals IAW TRADOC Regulation 350-18. Traditional (TPU Soldier/drilling guardsmen) students who elect to appeal will remain actively enrolled in the course pending disposition of their appeals, provided

there are at least 3 training days remaining for the course/phase.

(6) Traditional students who elect to appeal and have less than 3 training days left will return to their units for disposition, if unable to resolve given time constraint. If the disposition is favorable, they may return to the next available class at the point of their dismissal to the same school or transfer to another school to complete remaining course requirements. Commandants and Commanders will provide the complete student academic record to the receiving school, while maintaining a copy in their files.

(7) All appeals must clearly provide new evidence not previously considered by the approving authority.

b. Resign in lieu of dismissal. 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, the following attachments, if applicable. Local OSJA offices may require more documentation.

(1) Third party sworn statements.

(2) Sworn 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 their 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 of the decision.

h. If the Candidate loses the appeal they will be dismissed from training, out processed per the local SOP, and returned to their home state for further disposition.

i. All paperwork regarding any dismissal procedure will be maintained by the OCS Battalion and a copy sent to the Candidate's home state.

Appendix A. LEADERSHIP ATTRIBUTES AND COMPETENCIES (ADP 6-22)

A-1. Foundations of Army Leader: Character Attributes

a. A person's character affects how they lead. A leader's character consists of their true nature guided by their conscience, which affects their moral attitudes and actions. A leader's personal reputation is what others view as character. Leaders who firmly adhere to applicable laws, regulations, and unit standards build credibility with their subordinates and enhance trust of the Nation they serve.

b. Influences such as background, beliefs, education, and experiences affect all Soldiers and DA Civilians. An Army leader's role in developing others' character would be simple if it merely required checking and aligning personal values with the Army Values. Reality is much different. Becoming and remaining a leader of character is a process involving day-to-day experiences and internal fortitude. While education, self-development, counseling, coaching, and mentoring can refine the outward signs of character, modifying deeply held values is the only way to change character. Leaders are responsible for their own character and for encouraging, supporting, and assessing their subordinates' efforts to embody character.

c. Character consists of the moral and ethical qualities of an individual revealed through their decisions and actions. Leaders must consistently demonstrate good character and inspire others to do the same. The close teamwork demanded to execute military missions at all levels requires that everyone in the Army share certain desirable character attributes.

Factors internal and central to a leader serving in either leader or follower roles that constitute an individual's character.	
Army Values	<ul style="list-style-type: none"> • Values are principles, standards, or qualities considered essential for successful leaders. • Guide leaders' decisions and actions in accomplishing missions, performing duty, and all aspects of life. • The Army has seven values applicable to all Army individuals: loyalty, duty, respect, selfless service, honor, integrity, and personal courage.
Empathy	<ul style="list-style-type: none"> • Propensity to experience something from another person's point of view. • Ability to identify with and enter into another person's feelings and emotions, enabling clearer communications and better guidance. • Desire to care for and take care of Soldiers and others.
Warrior Ethos/ Service Ethos	<ul style="list-style-type: none"> • Internal shared attitudes and beliefs that embody the spirit of the Army profession.
Discipline	<ul style="list-style-type: none"> • Decisions and actions consistent with the Army Values; willing obedience to lawful orders
Humility	<ul style="list-style-type: none"> • Inherently motivated to support mission goals ahead of actions that are self-serving. • Possesses honest and accurate self-understanding. • Eager for input and feedback from others.

A-2. Foundations of Army Leader: Presence Attributes

a. Demonstrating presence is more than just showing up and being seen, although both are important. The actions, words, and the manner in which leaders carry themselves should convey confidence, competence, and a positive example for others to emulate. Presence represents who leaders are and what they stand for. Every leader has presence. Unfortunately, some lose the respect and confidence of their subordinates because their presence provides little or no positive effect on others. Part of projecting a positive leadership presence is being comfortable in one's own skin. While leaders should understand that their subordinates are always observing how leaders carry themselves, they should also understand that subordinates can quickly tell the difference between leaders who are trying to portray

themselves as something they are not. This often happens when a leader is new to a duty position or lacks experience. Remembering that most subordinates want their leaders to be successful is important. When they sense that their leaders are genuine, honest, and willing to learn by putting themselves into positions where they might risk a little embarrassment learning a new skill, their level of respect for a leader increases. Leaders able to do what they ask others to do, who can ‘walk the talk,’ generate a positive reputation that contributes to their effective presence around Soldiers.

b. Through their presence, leaders show what they stand for and how they expect others to carry themselves. Leaders who routinely share in hardships and dangers have firsthand knowledge of what they are asking subordinates to do, and show their subordinates that they are not above putting themselves at the same level of risk or discomfort. It assures Soldiers that what they are doing is important.

How others perceive a leader based on the leader's outward appearance, demeanor, actions, and words.	
Military and professional bearing	<ul style="list-style-type: none"> • Demonstrating character, competence, and commitment. • Setting the example and upholding standards. • Projecting a professional image of authority.
Fitness	<ul style="list-style-type: none"> • Having sound health, strength, and endurance that support one's emotional health and conceptual abilities under prolonged stress.
Confidence	<ul style="list-style-type: none"> • Sense of ability to make right decisions and take right action, tempered with humility and sense of human limitations. • Projecting self-confidence and certainty in the unit's ability to succeed. • Demonstrating composure and outward calm through control over one's emotions.
Resilience	<ul style="list-style-type: none"> • Tendency to recover quickly from setbacks, shock, injuries, adversity, and stress while maintaining a mission and organizational focus.

A-3 Foundations of an Army Leader: Intellect Attributes

a. Intellect is fundamental to successful leadership. Intellect consists of one's brainpower and knowledge. Intellect enables leaders to think creatively and critically to gain situational understanding, make sound judgments, solve problems, and take action. Intellect allows leaders to reason analytically, critically, ethically, and with cultural sensitivity. Intellect is involved in considering the intended and unintended consequences of the decisions a leader makes. Effective leaders must anticipate the second- and third-order effects of their decisions.

b. A leader's mental abilities affect how well they think and lead others. People differ in intellectual strengths and ways of thinking—there is no one right way to think. Each leader needs to be self-aware of their strengths and limitations and apply them accordingly. Experience informs intellect.

Mental resources or tendencies that influence a leader's conceptual abilities and effectiveness.	
Mental agility	<ul style="list-style-type: none"> • Flexibility of mind; the ability to break habitual thought patterns. • Anticipating or adapting to uncertain or changing situations; thinking through outcomes when current decisions or actions are not producing desired effects. • Ability to apply multiple perspectives and approaches.
Sound judgment	<ul style="list-style-type: none"> • Capacity to assess situations and draw sound, ethical conclusions. • Tendency to form sound opinions, make sensible decisions, and reliable guesses. • Ability to assess strengths and weaknesses of subordinates, peers, and enemies to create appropriate solutions and actions.
Innovation	<ul style="list-style-type: none"> • Ability to introduce new ideas based on opportunities or challenging circumstances. • Creativity in producing ideas and objects that are both novel and appropriate.
Interpersonal tact	<ul style="list-style-type: none"> • Being aware of others' perceptions and capacity to understand interactions with others. • Aware of the character, motives, and reactions of self and others and their effect on interpersonal interactions. • Recognizing diversity and displaying self-control, balance, and stability.
Expertise	<ul style="list-style-type: none"> • Possessing a high level of domain knowledge and competence in an area, and the ability to draw and apply accurate, logical conclusions.

A-4. Foundations of an Army Leader: Leads Competencies

a. The application of character, presence, intellect, and abilities while guiding others toward a common goal and mission accomplishment. Leads consists of five competencies.

- (1) Leads others: influencing members in the leader's organization. Influence is central to leadership.
- (2) Extends influence beyond the chain of command: influencing others when the leader does not have designated authority or when others may not recognize the leader's authority.
- (3) Builds trust: establishes conditions that lead to mutual confidence among leaders and subordinates.
- (4) Leads by example: actions can speak louder than words and leaders who embody standards as role models are generally more effective than those who simply talk about standards.
- (5) Communicates: effective leaders clearly communicate what needs to be done and why.

A-5. Foundations of an Army Leader: Develops Competencies

a. Military leadership is unique because the armed forces develop and select their own leaders. The responsibilities of Army members change as they assume new leadership positions. To ensure the quality of our leaders and future leaders does not diminish, all Army Soldiers and DA civilians have a responsibility to develop themselves and their subordinates. In Army leadership, there are four competencies in the category of develops that leaders consider while preparing themselves and their subordinates.

- (1) Prepares self to encourage improvement in leading and other areas of leader responsibility.
- (2) Creates a positive environment and inspires an organization's climate and culture.
- (3) Develop others to assume greater responsibility or achieve higher expertise.
- (4) Stewards the profession to maintain professional standards and effective capabilities for the future.

A-6. Foundations of an Army Leader: Achieves Competencies

a. Gets results is the single achieves competency and relates to actions of leading to accomplish tasks and missions on time and to standard. Getting results requires the right integration of tasks, roles, resources, and priorities. Getting results focuses tasks, priorities, people, and other resources to achieve the desired outcomes. Leaders are ready to take action all the time to achieve outcomes and make necessary adjustments for success. Leaders also work to sustain or improve the organization's performance by assessing and giving feedback as they execute and make adjustments.

Appendix B. REQUIRED KNOWLEDGE

B-1. Requirements. The following is the list of required knowledge that each Candidate will be expected to recite it verbatim. Current events may be added based on cadre chain of command guidance.

SUBJECTS:

General Orders, OCS Honor Code, Chain of Command, and 5 Paragraph Operation Order. OCS Alma Mater, Proffer No Excuses (Army Officer's Guide), and 9 Line MEDEVAC. Troop Leading Procedures and Military Aspects of Terrain. Soldier's Creed, Call for Fire, and 5 Principles of Patrolling. Code of Conduct.

B-2. General Orders.

Reference: TC 3-22.6 Guard Duty

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.

B-3. OCS Honor Code.

An Officer Candidate will not lie, cheat, steal, or tolerate those who do.

B-4. Chain of Command.

Commander in Chief
 Secretary of Defense
 Secretary of the Army
 Chief of Staff
 School House Commandant
 Battalion Commander
 Company Commander
 Senior Training Officer / Executive Officer
 Platoon Training Officer

B-5. The Five Paragraph Operation Order.

References: FM 5-0 Planning and Orders Production
 TC 3-21.76 Ranger Handbook, p. 2-13 to 2-17.

The OPORD outline below is from FM 5-0. Candidates should reference TC 3-21.76 Ranger Handbook for further information on the OPORD in an Infantry Squad.

OPERATION PLAN / ORDER [number] [code name]

References
 Time Zone Used Throughout the OPLAN / OPORD:
 Task Organization

1. SITUATION.

- a. Area of Operations.

- b. Area of Interest.
 - 1. Terrain.
 - 2. Weather.
 - 3. Civil Considerations.
 - c. Enemy Forces.
 - d. Friendly Forces.
 - e. Attachments and detachments.
- 2. MISSION.**
Who, What, When, Where, Why (Purpose)
- 3. EXECUTION.**
Commander's Intent:
- a. Concept of operations.
 - 1. Scheme of Maneuver.
 - 2. Scheme of Fires.
 - b. Tasks to maneuver units.
 - c. Tasks to other combat and combat support units.
 - d. Coordinating instructions.
 - 1. Time or condition when the plan/order becomes effective.
 - 2. CCIR (PIR, FFIR).
 - 3. Risk reduction control measures.
 - 4. Rules of engagement.
 - 5. Environmental considerations.
 - 6. Force protection.
- 4. SUSTAINMENT.**
- a. Logistics.
 - b. Personnel.
 - c. Health System Support.
- 5. COMMAND AND SIGNAL.**
- a. Command.
 - 1. Location of Higher.
 - 2. Succession of Command.
 - b. Control.
 - 1. Command Posts (CPs)
 - 2. Reports.
 - c. Signal

B-6. Proffer No Excuses (Army Officer's Guide)

Never volunteer excuses or explain a shortcoming unless an explanation is required. The Army demands results. More damage than good is done by proffering unsought excuses.

B-7. 9-Line MEDEVAC Request

Line 1 – Location of Pickup Site

Line 2 – Frequency, Call Sign, Suffix

Line 3 – # of Patients by Precedence:

- | | |
|------------------------------|---|
| A- Urgent (within 2 hours) | B- Urgent/Surgical (within 2 hours) |
| C- Priority (within 4 hours) | D- Routine (within 24 hours) E- Convenience |

Line 4 – Special Equipment:

- | | |
|-------------------------|---------------|
| A- None | B- Hoist |
| C- Extraction Equipment | D- Ventilator |

Line 5 – # of Patients by Type:

L+ # (Litter) A+ # (Ambulatory)

Line 6 – Security of Pickup Site:N- No Enemy E- Enemy in Area (Proceed with Caution)
P- Possible Enemy X- Enemy in Area (Armed Escort Required)**Line 7** – Method of Marking Pickup

Site:

A- Panels
B- Pyrotechnic
C- Smoke Signal
D- None
E- Other**Line 8** – Patient Nat/Status:A- US Military B- US Civilian
C- Non US Mil D- Non US Civ E- EPW**Line 9** – NBC: N-Nuclear; B-Biological; C-Chemical (*If Applicable*)
Terrain Description or Altitude (*If Applicable*)**B-8. The Troop Leading Procedures.**

One of the most important tools in successful leadership is the understanding and application of the eight steps of the Troop Leading Procedures (TLP). Therefore, OCS stresses the use of the TLP to effectively accomplish the mission. The eight steps of the TLP are:

1. **Receive the Mission:** The leader obtains clarification on any portions of the higher headquarters plan as required, assesses the situation, and allocates the time available for planning and preparation.
2. **Issue the Warning Order:** As soon as leaders finish their initial assessment of the situation and available time, they issue the best WARNO possible with the information at hand and update it as needed with additional WARNOs.
3. **Make a Tentative Plan:** Once they have issued the initial WARNO, leaders conduct course of action (COA) analysis to develop a tentative plan.
4. **Initiate Movement:** Leaders conduct any movement directed by higher headquarters or deemed necessary to continue mission preparation or position the unit for execution.
5. **Conduct Reconnaissance:** A continual process during the TLP that is conducted to confirm or deny information that supports the tentative plan. Information gathered, when significant, can cause a change of plan or even the mission. Personally, observe the AO for the mission prior to execution.
6. **Complete the Plan:** Adjust the tentative plan to fill in the specific details of the mission mission-based on reconnaissance.
7. **Issue the Complete Order:** Issue an OPORD verbally or in writing supplemented with graphics and other control measures and check for understanding.
8. **Supervise:** Supervise subordinates and inspect their personnel and equipment.

B-9. Military Aspects of Terrain

Obstacles
Cover and Concealment
Observation and Fields of Fire
Key Terrain
Avenues of Approach

B-10. 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 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.

B-11. Call for Fire

1. **Observer Identification:** Use call signs from the CEOI.
2. **Warning Order:**
 - a. Type of Mission.
 1. Adjust Fire.
 2. Fire for Effect.
 3. Suppress (Planned Target).
 4. Immediate Suppression.
 - b. Size of Element to Fire
 1. Omission indicates a request for one FA battery.
 2. Larger units by stating size desired.
 - c. Method of Target Location:
 1. Grid: No announcement.
 2. Polar Plot: Announce the word "POLAR".
 3. Shift from a Known Point: Announce the word "SHIFT" followed immediately by the designation (TGT Number) of the known point.
3. **Target Location:**
 - a. Grid: Two character six digit grid, i.e., NA123456.
 - b. Polar: Direction and distance to the target from the observer's position.
 - c. Shift: Direction to the target
 - Lateral Shift (left/right) in meters.
 - Range Shift (add/drop) in meters.
 - Vertical Shift (up/down) in meters if significant.
4. **Target Description:** A word picture of the target (i.e., the number and type of vehicles/personnel observed).
5. **Method Of Engagement:**
 - a. Type Engagement:
 1. Area Fire: Standard without request.
 2. Precision Fire: Used only with destruction or registration missions.
 - b. Danger Close: Announced when applicable.

c. Trajectory:

1. Low Angle: Standard without request.
2. High Angle: Upon request of observer or when required due to masking terrain.

d. Ammunition:

1. Type projectile desired in Fire for Effect phase.
2. Type of fuse action desired in Fire for Effect phase.
3. Volume of fire desired in Fire for Effect stated in rounds per howitzer.
4. Distribution: Type sheaf desired. Parallel is standard without request.

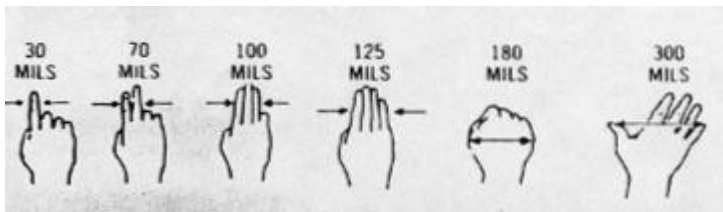
6. Method Of Fire And Control:

a. Method of Fire:

1. Center Platoon/center section (one weapon) is standard for adjustment phase.
2. Battery/platoon right/left on request.
3. Time interval (5 seconds is standard when 2. above is used).

b. Method of Control:

1. Fire when ready: Standard - no request required.
2. At my command: Weapons fire at observers command.
3. Cannot observe: Fire will not be observed.
4. Time on target: Rounds land at a specified time.
5. Continuous illumination: FDC will determine when to fire.
6. Coordinated illumination: Observer determines when illumination is fired.
7. Cease loading: Used on missions with two or more rounds in effect. Causes the firing unit to stop loading rounds.
8. Check fire: Temporary halt in firing.



Estimating angles in mils with the hand

B-12. 5 Principles of Patrolling

1. Planning
2. Reconnaissance
3. Security
4. Control
5. Common Sense

B-13. Marshall's Definition of Leadership.

You have to lead men in war by bringing them along to endure and display qualities of fortitude that are beyond the average man's thought of what he / she should be expected to do. You have to inspire them when they are hungry and exhausted and desperately uncomfortable and in great danger. Only a man of positive characteristics of leadership with the physical stamina that goes with it can function under those conditions.

General George C. Marshall

B-14. The Risk Management Process.

1. Identify hazards.
2. Assess hazards to determine risks.
3. Develop controls and make risk decisions.
4. Implement controls.
5. Supervise and evaluate.

B-15. 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 Chorus:

First to fight for the right,
And to build 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.

Refrain:

Then it's Hi! Hi! Hey!
The Army's on its way.
Count off the cadence loud and strong!
For where'er we go,
You will always know
That the Army goes rolling along.

B-16. Schofield's Definition of Discipline.

The discipline which makes the soldiers of a free country reliable in battle is not to be gained by harsh or tyrannical treatment. On the contrary, such treatment is far more likely to destroy than to make an army. It is possible to impart instruction and to give commands in such manner and such a tone of voice to inspire in the soldier no feeling but an intense desire to obey, while the opposite manner and tone of voice cannot fail to excite strong resentment and a desire to disobey. The one mode or the other of dealing with subordinates springs from a corresponding spirit in the breast of the commander. "He who feels the respect which is due to others cannot fail to inspire in them regard for himself, while he who feels, and hence manifests, disrespect toward others, especially his subordinates, cannot fail to inspire hatred against himself." -Major General John M. Schofield's graduation address to the graduating Class of 1879 at West Point, August 11, 1879.

B-17. Code of Conduct

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

II

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

III

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

IV

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.

V

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

VI

I will never forget that I am an American, fighting for freedom, 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.

Appendix C. UNIFORMS AND INSIGNIA

C-1. General.

a. A Candidate's appearance makes a statement about the individual's personal organization, pride and attention to detail. Candidates will maintain the highest standard of appearance through proper wear and care of their uniforms.

b. Candidates wear their uniforms as prescribed in AR 670-1 except as noted in this appendix.

c. Refer to AR 670-1 chapters 1, 4 and 19-20 for uniform guidance

C-2. Duty Uniform.

a. The standard Army uniform is worn with patrol cap in garrison.

b. Uniforms will have on them the following items:

(1) Name tape, embroidered.

(2) US Army tape, embroidered.

c. Each school house will determine the wear of ascots. Wear the ascot with the crease centered and the ascot falling smoothly from the neck and tucked inside the ACU blouse. Do not crease the OCS patch on the ascot. The neckband with snaps or hook fastener is folded over twice or as appropriate in order to present a neat appearance.

d. Candidates will maintain two pairs of boots that are appropriate to the uniform.

e. Identification tags will be worn around the neck at all times.

f. Military identification card will be carried in the right breast pocket at all times.

C-3. MOLLE Fighting Load Carrier (FLC).

Fighting Load Carrier Position both vest panels so they fit comfortably on the torso. The panels should fit close together on the front of the torso with approximately 1 ½" between them. To adjust the height of the vest, position the bottom of the vest no less than 2 inches above the wearer's hip bones to allow space for proper use. Adjust the webbing equally on the 4 metal buckles on the back of the vest. Roll excess straps under up toward the adjustment buckle in 1-inch rolls and secure with black plastic electrical tape. All attachments are in accordance with company SOP.

C-4. Army Physical Fitness Uniform (APFU).

a. Clothing recommendations for PRT are listed below. Candidates should refer to cadre guidance for a final decision on the PRT uniform.

Endurance and Mobility				
	Temperature			
	60 or +	50 - 59	40 - 49	39 & below
Uniform Items				
S/S Shirt	X			
Shorts	X	X	X	X
L/S Shirt		X	X	X
Outer-garment Shirt			X	X
Outer-garment Pants				X
Gloves w/ Inserts				X
Watch Cap				X

Strength and Mobility				
	Temperature			
	60 or +	50 - 59	40 - 49	39 & below
Uniform Items				
S/S Shirt	X	X		
Shorts	X	X	X	X
L/S Shirt		X	X	X
Outer-garment Shirt			X	X
Outer-garment Pants			X	X
Gloves w/ Inserts				X
Watch Cap				X

Appendix D. BARRACKS SETUP

D-1. General.

a. Room displays promote self-discipline and attention to detail. Display items are intended for everyday use (i.e. toothbrush, tooth paste, foot wear, etc.) Displays will not be static. The room will be inspection ready at all times. You are not authorized to place any items on the walls. Coordinate with student S4 to replace burned out light bulbs and to submit work orders on broken equipment.

b. Extra clothing. Place civilian clothing, equipment and extra uniform items (i.e. extra tan shirts, skirts, long underwear, cold weather gear) in a suitcase or other container and locked and secured IAW student developed SOP. Inventory all items and turn in an inventory sheet to the Platoon Trainer.

c. Cleanliness: All rooms will be dust free with clean floors, mirrors, sinks, toilets and showers. Laundry bags will not be more than half full in order to maintain an odor free environment. All display items will be clean and serviceable, i.e. shoes clean of dirt. Personal item drawers will be kept in a neat order, i.e. not stuffed with items.

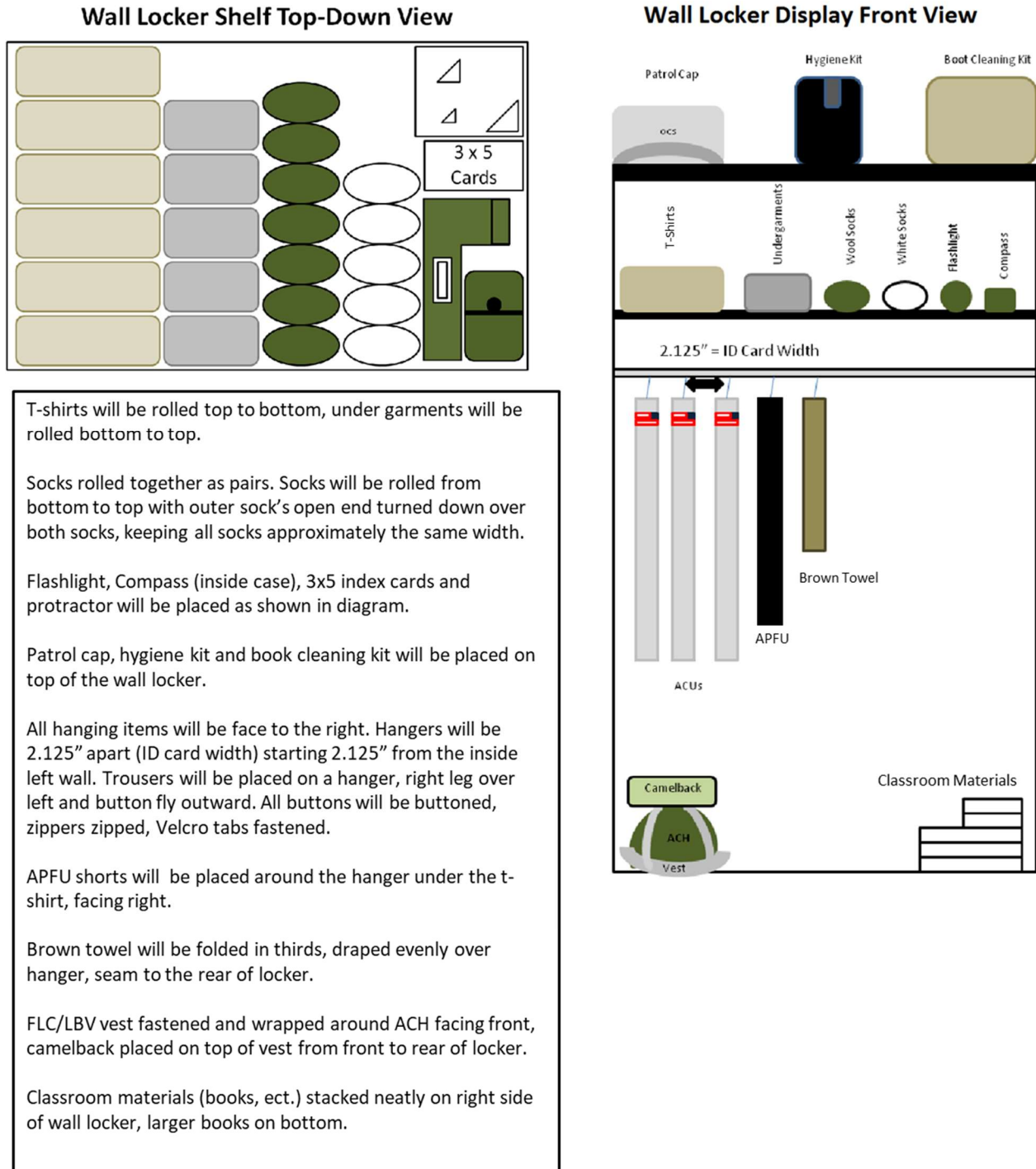
D-2. Displays.

a. Cadre will distribute the barracks SOP. The approval authority for this SOP is the Company Commander. This SOP should be changed/revised by Candidates only once and approved. This SOP will be used by students and trainers to verify compliance to the standard established by the student leadership. The approval authority for this SOP is the Company Commander. Specific guidance on room set-up, displays and labeling of items in each company may be directed by the Cadre Chain of Command.

b. See below for local SOP set up

Figure D-1. Wall Locker Diagram

OCS Phase I Billets Display SOP



T-shirts will be rolled top to bottom, under garments will be rolled bottom to top.

Socks rolled together as pairs. Socks will be rolled from bottom to top with outer sock's open end turned down over both socks, keeping all socks approximately the same width.

Flashlight, Compass (inside case), 3x5 index cards and protractor will be placed as shown in diagram.

Patrol cap, hygiene kit and book cleaning kit will be placed on top of the wall locker.

All hanging items will be face to the right. Hangers will be 2.125" apart (ID card width) starting 2.125" from the inside left wall. Trousers will be placed on a hanger, right leg over left and button fly outward. All buttons will be buttoned, zippers zipped, Velcro tabs fastened.

APFU shorts will be placed around the hanger under the t-shirt, facing right.

Brown towel will be folded in thirds, draped evenly over hanger, seam to the rear of locker.

FLC/LBV vest fastened and wrapped around ACH facing front, camelback placed on top of vest from front to rear of locker.

Classroom materials (books, ect.) stacked neatly on right side of wall locker, larger books on bottom.

Figure D-2. Bunk and Footwear Diagram

Bunk and Footwear Display

Duffel Bag and Rucksack openings oriented towards your locker.

Toe edge of footwear on line with edge of bunk and facing outward, laces cinched and tucked into opening of footwear touching the next pair, shower shoes will touch the edge of the bunk.

Everything not shown in the display diagrams will be stowed in duffel bags/rucksack.

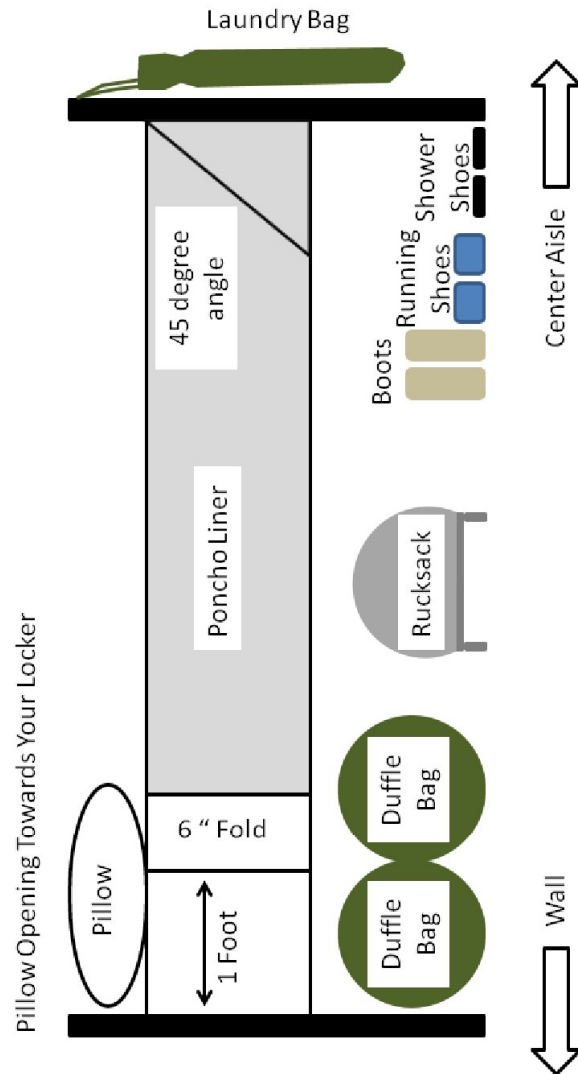
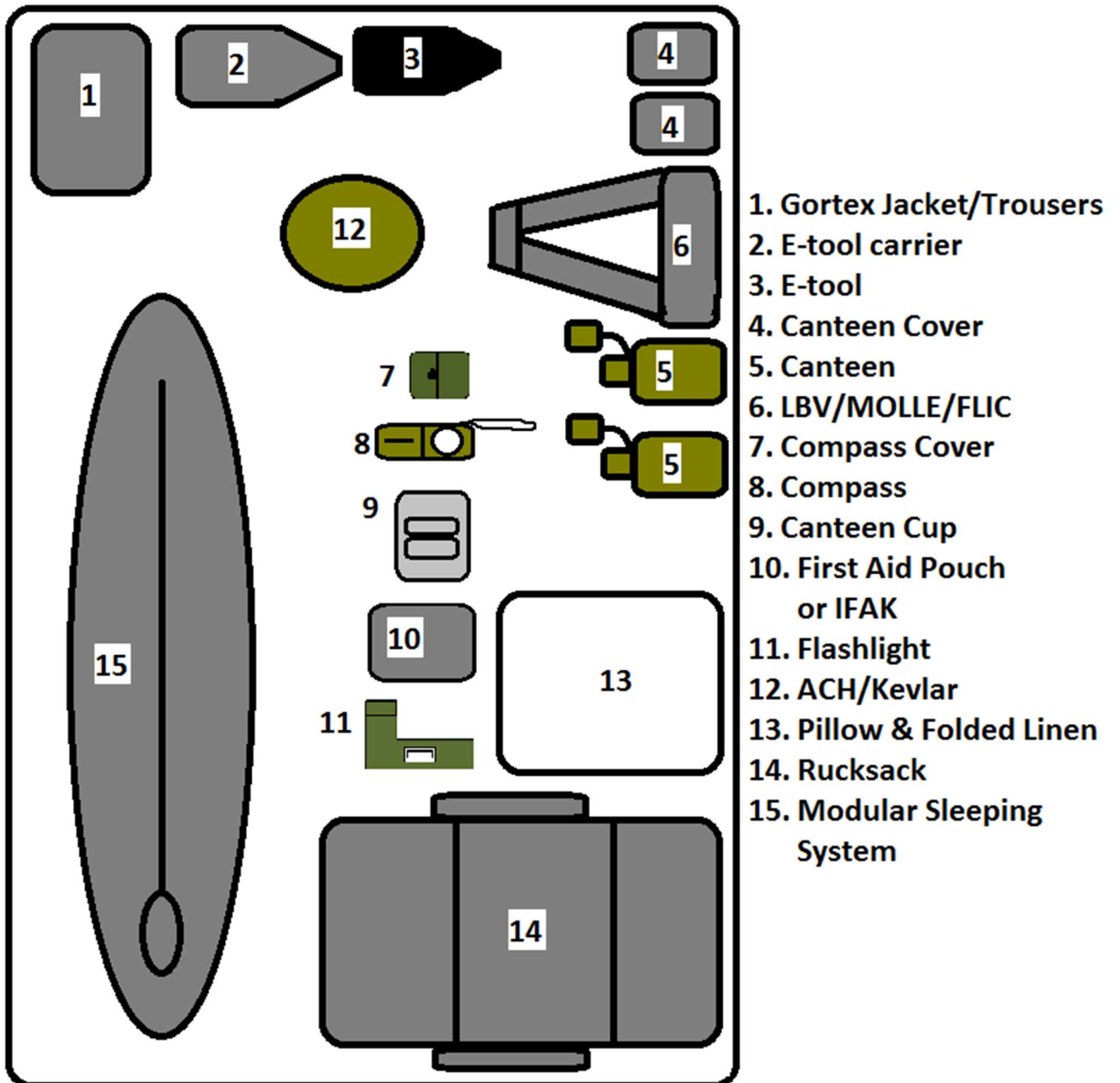


Figure D-3. TA-50 Layout Display Diagram

All equipment is displayed on top of bunk



(1) TA-50 Layout Display Key. During TA-50 inspections, the equipment is displayed on the bunk. All equipment is clean and serviceable. Missing equipment is noted with a Missing Item card. Lay the equipment out from left to right as viewed from your wall locker side of your bunk. The equipment is displayed as follows:

(a) Gortex Jacket/Trousers. Place in upper right corner of display. The jacket is folded in a 12-inch square, zipper is zipped and facing up. The trousers are folded and placed beneath the jacket.

(b) Entrenching Tool and Carrier. Place the entrenching tool below the Gortex jacket with the right edge in line with the Gortex jacket's right edge. Place the entrenching tool carrier below the entrenching tool with the right edge in line with the entrenching tool carrier's right edge.

(c) Canteen Covers. Place in the bottom right corner of the display side by side lined up with the bottom parallel with the bottom of the display.

(d) LBV/MOLLE/FLC. Place in between canteen covers and canteens with bottom evenly lined up parallel with the bottom of the display. All snaps, clips, zippers, and buttons will be fastened as worn. All straps are fastened and the excess secured with either retaining bands or OD green tape. All metal is blackened with Sta-Black or M-Nu.

(e) ACH/Kevlar. Place centered above the LBV/MOLLE/FLIC with the front of the helmet towards the bottom of the display. The chin strap is fastened.

(f) Canteens. Place on the left side of the LBV/MOLLE/FLIC with the bottom of the canteens parallel with the bottom of the display. The canteens are empty and caps unscrewed and laying to the right.*

(g) The following equipment is placed centered and evenly spaced in the display in order with the bottom of each item in line with each other item. Flashlight to the far left pointed right, first aid pouch/IFAK to the right of the flashlight, canteen cup to the right of the first aid pouch with handles facing up, lensatic compass (opened) to right of the canteen cup, and compass case will be closed to the far right.

(h) Pillow and Linens. Fold all linens to the size of the pillow and stack at the bottom of the display to the right of the ruck sack with the bottom parallel to the bottom of the display, with the pillow on top.

(i) Modular Sleep System. Display the modular sleep system fully assembled, lengthwise with the head to the top left of the display and the foot pointed to the top right of the display. The modular sleep system will be centered widthwise between the top of the display and the top of the rucksack and lengthwise from the left of the display to the Gortex display. All the zippers are zipped and snaps fastened (place the stuff sack, folded to 12" x 12", under the wet weather top).

(j) Rucksack. Placed at the head of the bunk (left side of display), the bottom left corner of the rucksack will be placed in the bottom left corner of the display. The bottom of the ruck sack will be lined up with the bottom of the other items on the bottom of the display running parallel to the bottom of the display. The left side of the rucksack will run parallel to the left side of the display.

(k) Poncho. Fold into a 12-inch square and place beneath the Gortex trousers.

*The 2-Quart canteen and / or Camelback will be topped off and kept available for hydration purposes during the TA-50 inspection.

D-3. Labeling Items.

a. Furniture. All references to furniture are as facing the furniture. The right side of the wall locker is the right side as you face it.

b. Name Labels and Name Tapes. Using a stencil or block lettering free hand of $\frac{3}{4}$ inch letters, put your last name centered on a piece of cloth tape 8" long. If an Officer Candidate's name will not fit on an eight inch section of tape, then it may be made long enough to fit the name. If there is more than one Officer Candidate with the same last name, then the first initial will be used (example: Snuffy, J). Name will be centered on tape.

(1) Bunk: Name tape will be centered on frame rail, visible from the center of the room.



(2) Duffle Bags: If duffle bags are not already marked, then OC will place label around the cloth portion of the metal clip on the top of the duffle bag. OC will use extra tap if needed to make "tag" that displays the name.



(3) Wall locker: Name tape will be centered on the top, above the door.

(4) Assault Pack - Name tape will be placed on MOLLE attachment strip. Assault pack will hang on the bed post over your shoes. Excess webbing will be rolled and secured with tape.



(5) Camelback – Name tape will be placed on top MOLLE attachment strip. Drinking tube will be routed to non-firing side. Eye protection case will be secured on left side. Camelback will hang over your assault pack.



(6) Rucksack – Name tape will be placed on bottom MOLLE attachment strip on the cover flap.



(7) ACH – Name tape will be placed on the back of the ACH, centered near the bottom.



Appendix E. SAFETY AND RISK MANAGEMENT

E-1. Purpose:

The purpose of risk management is to identify risk and take reasonable measures to reduce or eliminate hazards. Risk management is an integral and routine part of planning and executing missions.

E-2. Risk Mitigation at OCS.

a. **Safety Briefs.** Safety briefs are conducted prior to all passes. They are also conducted prior to the execution of any training event. The safety briefs cover recent trends, risks / hazards, and the controls to mitigate risk.

b. **Risk Management.** Risk is managed for each training event using the Army's Risk Management Program. The risk management process is conducted during both planning and execution of all training events IAW AR 385-10.

c. **Climate.** Candidates are not all at the same level of fitness or acclimatization when reporting for the course. OCS implements policies and SOPs commensurate with the risk and time of year. Ice sheets, warming tents and blankets are two means of mitigating the risk posed by warm and cold weather. Candidates will receive classes to help identify symptoms of hot and cold weather injuries.

d. **Buddy Teams / Peer Management.** Every candidate will have a battle buddy. This peer will look out for their buddy's well-being. They will monitor each other for signs / symptoms of hot or cold weather injuries. The first line of prevention and treatment other than self is the battle buddy program. The battle buddy program will be used on and off duty.

E-3. Medical Alert Markings.

a. The following tapes/colors will be used to indicate a Medical alert to Cadre and fellow Candidates. Candidates will use all tapes that apply.

- (1) Red tape - previous hot weather injury.
- (2) Blue tape - previous cold weather injury.
- (3) White tape – taking any type of medication or is under the supervision of a medical or mental health professional.
- (4) Yellow tape – Allergic reaction history (e.g. bees, ants, penicillin, etc.).

b. FURTHER INFORMATION DEVELOPED LOCALLY

Appendix F. UNAUTHORIZED ITEMS

F-1. Contraband. The following items are considered contraband and will be secured IAW local SOP.

1. Tobacco products.
2. Alcohol.
3. Vitamins and any supplements taken to enhance performance; to include energy drinks (Red Bull, 5-Hour Energy, etc.).
4. Medications not prescribed by a Physician.
5. Food to include gum, candy, cough drops, mints, etc.
6. Contact lenses.
7. Stoves.
8. Heat tabs.
9. Cosmetics.
10. Hair nets & curlers.
11. Perfumes, colognes, or after-shave.
12. Body sprays.
13. Electric or battery operated razors.
14. Any hand held electronic devices (i.e., CD players, MP3 players, video games).
15. Radios, portable TV/ DVD players.
16. Cellular phones, pagers.
18. Laptop computers/tablets.
19. Global positioning devices.
20. Civilian clothing.
21. Magazines and Newspapers.
22. Bayonets, fixed-blade knives, or knives over 3".
23. Any scented lotion.
24. Adult material/pornography of any kind.
25. Smart watches (Apple, Fitbit, Garmin) any watch with GPS or requires to be plugged in to re-charge.
26. Any handheld electronic devices (video game players).
27. "Five finger shoes" which are defined as: light weight track/road racing flats, racing spikes, or toe shoes.

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 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.

d. Items on this list that do not violate Safety or Army policies, may be allowed per the discretion of the Company Commander.

Appendix G. SOCIAL GUIDELINES

During OCS and your career as an officer you will attend social events and activities. Social events in the military serve several purposes: build teams, relieve stress, and celebrate history and tradition. Regardless of the event, common sense, tact and ordinary courtesy are the fundamentals of social success. You never get a second chance to make a good first impression.

a. How to Dress.

(1) Formal – Gentlemen wear tuxedos, and ladies wear evening gowns. The military equivalent is the blue, mess.

(2) Informal – Gentlemen wear business suits, and ladies wear suits or dressy cocktail attire. The military equivalent is the class A/ASU uniform.

(3) Business Casual – Males- collared shirt and slacks. Females - Simple dress, blouse/skirt or pantsuit. No Sneakers. The military equivalent is the Class B uniform or ACU.

(4) Do not use social functions as an opportunity to express yourself by wearing scandalous clothes.

b. Be on time. Promptness and responsibility go hand in hand. As lieutenants being on time is essential.

c. Introductions.

(1) When introducing yourself to superiors, subordinates, or military personnel of unknown rank, introduce yourself as Officer Candidate, first name, last name.

(2) When introducing yourself to peers, introduce yourself as first name, last name.

(3) When introducing your wife/ female guest to any male (except chiefs and some high ranking church officials): “Mary, this is Colonel Brown.”

(4) When introducing your husband to another man; “Colonel Brown, may I present my husband, Jack” or “Jack, this is Lieutenant Black.” (The correct order is to introduce the junior to the senior or the younger to the older, as noted below.)

(5) Introducing one lady to another: “Mrs. Jones, may I present Mrs. Green”, or “Mary, this is Mrs. Green.”

(6) Introducing one officer to another: “Major Smith, this is Captain Miller.”

d. The right words – Social functions are designed to be a pleasant experience for all who attend. Avoid controversial topics, vulgar language, slang, and excessive use of acronyms. When talking to seniors, address their rank or say “sir / ma am”

e. Courage – Make a point to speak to superior officers, and senior NCOs. Social events are a great opportunity for informal development. You have nothing to be afraid of as long as you are respectful and sincere.

f. Eating/Drinking- Ensure you eat and drink responsibly and do not become impaired.

g. Uniform downgrade- Once the formal portion of an evening is over, you may take off your ASU jacket.

h. Receiving Line – A formal way for a host or hostess to greet guests and to introduce dignitaries in the line. It is very important to be punctual to a receiving line, for many times a unit will all go through together. It also allows participants in the line to have time to enjoy the informal portion of the event.

(1) No food, drinks, or cigarettes in the line.

(2) The lady always precedes the gentleman. Even if the couple is dual military, ladies first.

(3) Give your name to the Aide or Adjutant at the beginning of the line, but do not shake his / her/her hand. Many times you will find the aide has his / her hands behind their back to avoid confusion.

(4) If you happen to be in the receiving line, try to keep names in mind. If you did not hear a name, or maybe have trouble pronouncing the name, it is appropriate to ask the person to repeat their name, it is appropriate to ask the person to repeat their name.

(5) Your name will be passed on down the line, but be sure to reintroduce yourself if there is a problem. A simple cordial greeting is appropriate.

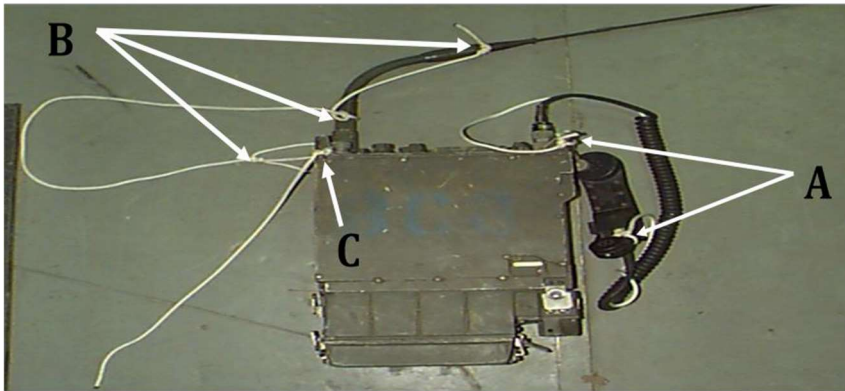
Appendix H. SENSITIVE ITEM TIE-DOWN PROCEDURES

NVGs with Mount

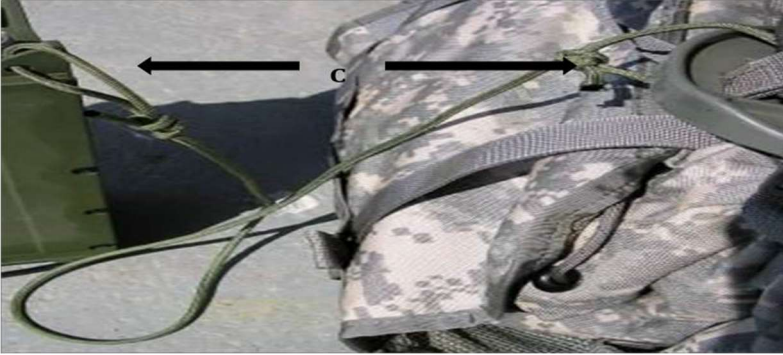


1. Tie a square knot to the front of monocular under battery case.
2. Take free running end and tie a second square knot to the rear of the monocular under the battery case.
3. Take shorter free running end and tie a clove hitch with an overhand knot to the swing arm and finish with a bowline to helmet mount.
4. The longer free running end will be secured to the student's equipment with a bowline and overhand knot.

RT-1523E RADIO

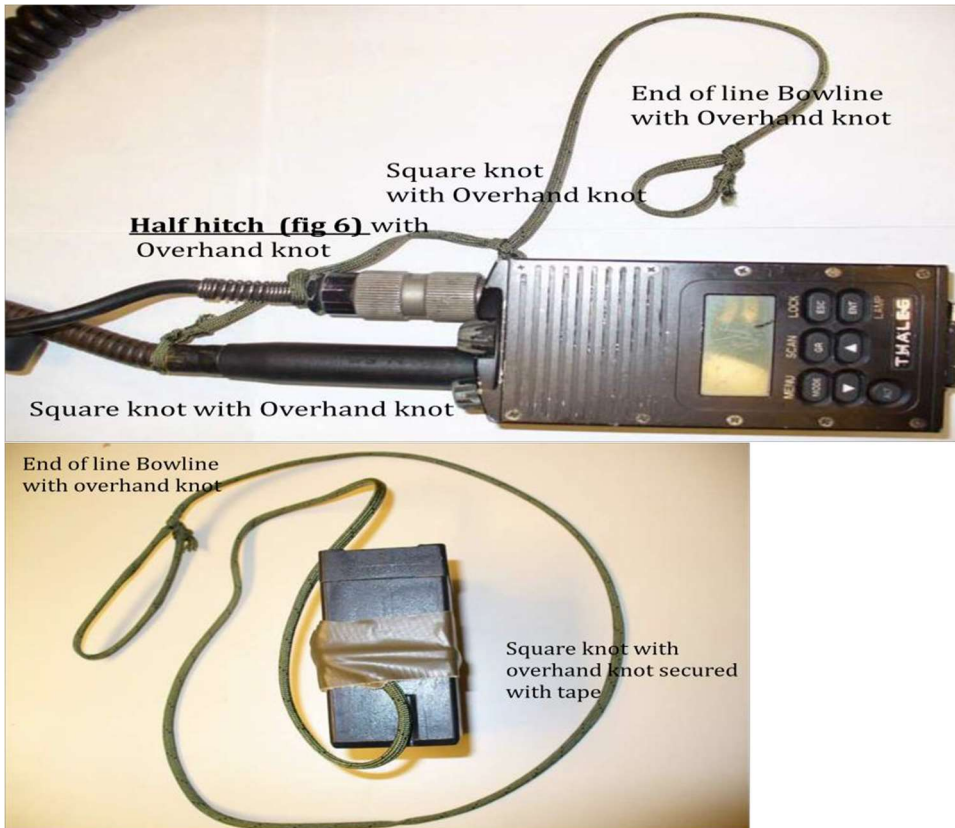


1. Secure the hand set with a square knot and two overhand knots taped. Route the free running end through the hand set leaving excess for stretching and tie an anchor bowline to the handle of the radio case secured with an overhand knot.
2. Secure the antenna. Tie an end of the rope clove hitch (Figure 5) on the top section of the antenna and tape. Continue with the same piece and tie clove hitch on the antenna base, then secure to the radio case handle with an anchor bowline secured with an overhand knot.
3. Secure the radio with an anchor line bowline then secure it to the rucksack or assault pack with an end of the line bowline secured with an overhand knot.



1. All tie downs on the antennas, batteries and handset will be a clove hitch and taped.
2. All tie downs to the radio will be end of line bowline secured with an overhand knot.
3. Tie down from radio to rucksack with end of line bowline secured with an overhand knot.

MBITR RADIO



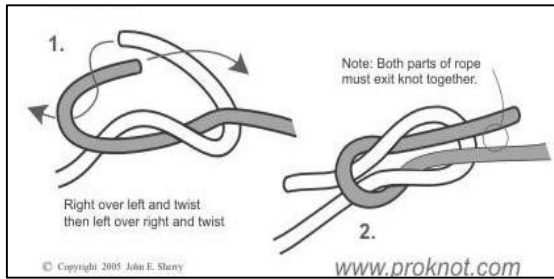


Figure 1: Square Knot

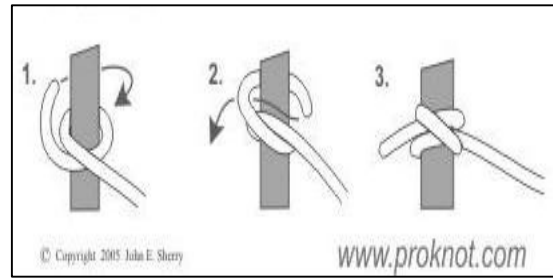


Figure 2: Clove Hitch

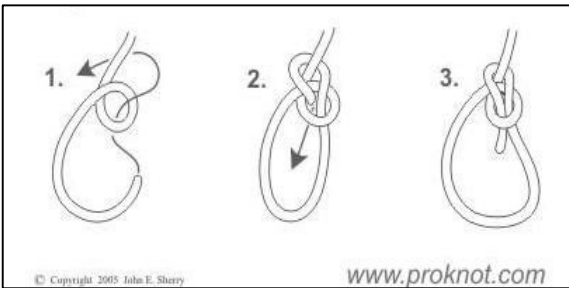


Figure 3: Bowline Knot

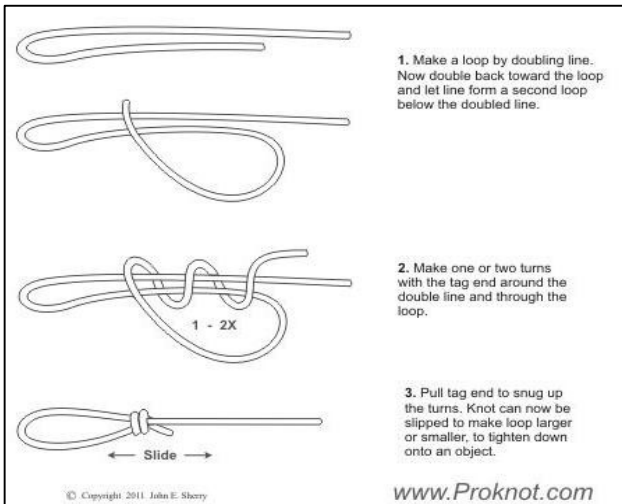
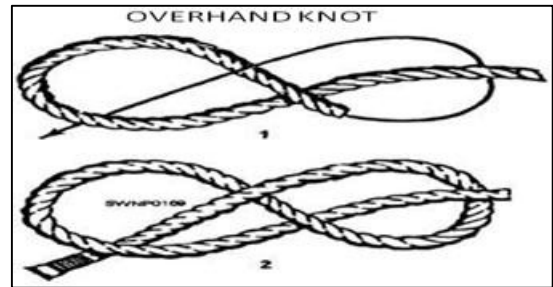


Figure 5. Slip Knot

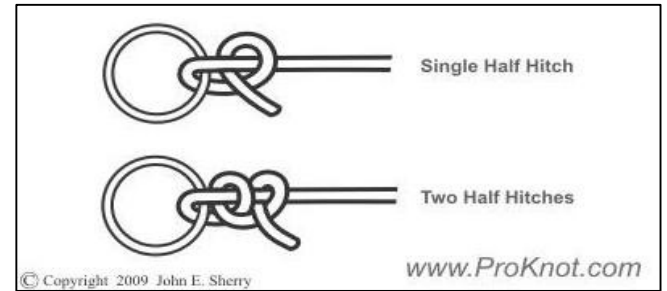


Figure 6. Hitch Knot

Appendix I. MISCELLANEOUS LOCAL POLICIES (Kansas OCS – Salina, KS)

I-1. Military Courtesies.

- a. When addressed by an officer, candidates will come to the position of Attention and first state, “Sir/Ma’am, Officer Candidate [Last Name]” and then respond to the officer. After initial reply, candidates will converse in a normal military manner, such as, “Yes, Sir” or “No, Sir”. Candidates will remain at the position of Attention until given another directive.
- b. When addressed by an NCO, candidates will come to the position of Parade Rest and first state, “Sergeant, Officer Candidate [Last Name]” and then respond to the NCO. After this initial reply, candidates will converse in a normal military manner, such as, “Yes, Sergeant” or “No, Sergeant”.
- c. When addressing either an officer or NCO, the candidate will say “Sir/Ma’am/Sergeant, Officer Candidate [Last Name] request permission to speak”. This is not required when formally reporting, giving the greeting of the day or when rendering other military courtesies.
- d. Candidates use the term, “Sir/Ma’am/Sergeant” only one time per sentence when addressing cadre (i.e. candidates will not state “Sir, Officer Candidate Smith requests permission to speak, Sir.”)

I-2. Indoor/Billets Procedures.

- a. When an officer enters the platoon bay, the first candidate to see him/her will call “Attention” (unless a more senior officer is already present). If an NCO enters, call “At Ease” (unless an officer is already present). The candidate leadership will be prepared to report to the officer/NCO with the platoon status. All other candidates will remain at the position called to until told by the cadre member to “Carry On”. Candidates will echo the command until everyone has heard it.
- b. When any cadre member enters a hallway or stairwell and are 6 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 upon the command of “Carry on”. (All candidates will echo this command). If the command “Carry on” is not given, the candidate nearest to the cadre will give the command after the cadre has passed beyond 6 steps.
- c. If a cadre member calls for a particular officer candidate, all candidates will echo the call until the candidate called for responds.
- d. Requesting Permission to Pass. Whenever an officer or NCO 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 is present, the candidate requests permission to pass from the highest ranking individual. If the cadre do not actually impede traffic, the candidate will acknowledge the senior cadre present by giving the greeting of the day and continue on his/her business.

I-3. Push-ups/Flutter-kicks.

- a. Candidates directed to do push-ups may be told to “Drop and knock them out” or any similar command. The candidate will get in the push-up starting position and do 14 push-ups: 5 wide-arm, 5 regular, 3 diamond and one “for the gold bar”. Candidates will sound off with the number of repetitions and “Sir/Ma’am” after each repetition and end with “and one for the gold bar, Sir/Ma’am” after the last repetition. Candidates told to “Get in the front leaning rest” or any similar command will assume the push-up starting position and wait for further directions or permission to recover. Candidates will not stay in the push-up starting position for more than 2 minutes.

b. Candidates directed to do flutter-kicks or any similar exercise will first remove their LBV/MOLLE/FLC vest and camelback before assuming the exercise starting position.

I-4. Intermediate Status.

a. Candidates may submit a request for intermediate status when they feel, as a class; they have accomplished certain milestones in their training. Listed are some of the key events Candidates must successfully pass before being considered for advancement. This is not a complete list and the decision is ultimately at the discretion of the Senior Platoon Trainer and the Company Commander.

(1) Officer Candidates must demonstrate initiative and peer influence, motivation, purpose and direction in preparation and execution of IDT tasks.

(2) Candidates will set the standard for the incoming classes.

(3) Pass all exams given to that point.

(4) Pass all physical fitness tests and all in compliance of AR 600-9.

(5) The majority of the class has received a passing leadership evaluation.

(6) No honor code violations.

b. Privileges for achieving intermediate status.

(1) Salute and courtesies are required at 6 paces instead of on recognition.

(2) Quiet conversations are permitted in DFAC, Seating protocol no longer required.

(3) Chow hall procedures to include officer watch no longer required, weapons guards and hand washing will remain.

(4) Allowed to take OTC medication, i.e. Motrin, allergy medicine.

(5) May move in tactical formations as a platoon while in garrison.

c. Intermediate Status is not permanent. Intermediate Status can be removed by recommendation of the Platoon Trainers.

d. Additional privileges added to the intermediate phase will have to be approved by the Company Commander before being authorized.

I-5. Senior Status.

a. Candidates may submit a request for senior status when they feel, as a class; they have accomplished certain milestones in their training. Listed are some of the key events Candidates must successfully pass before being considered for advancement. This is not a complete list and the decision is ultimately at the discretion of the Senior Platoon Trainer and the Company Commander.

(1) Candidates demonstrate leadership and professionalism in field, garrison, and social environments.

(2) Taking initiative to plan and conduct platoon training in consultation with Platoon Trainers instead of dependent upon Platoon trainers for guidance.

(3) Pass all fitness, academic and field evaluations.

(4) The entire class has received a passing leadership evaluation.

(5) No honor code violations.

(6) Successfully coordinated several community outreach events and assisted in the recruitment of future Officer Candidates.

b. Privileges for achieving senior status. All authorized privileges from intermediate status will be carried over.

(1) Cell phones used except during POI hours, counseling, lights out, in the classroom, or otherwise directed by cadre and student leadership.

(2) OC's may address officers and NCOs without stating "Officer Candidate <name>."

(3) No longer required to move in buddy teams in the company area or in field bivouac.

(4) Only one OC is required on fireguard at one time.

(5) Can wear knee and elbow pads, outer wet and cold weather gear to personal preference instead of matching platoon uniform in the field.

(6) Authorized tinted eye pro in the field and sunglasses in garrison.

(7) Use of electric razors.

(8) Authorized to move to/from chow individually after falling out from formation.

(9) All candidates may wear US Flag, combat (if authorized), and unit patches while in garrison.

c. Senior status is not permanent. Senior status can be removed by recommendation of the Platoon Trainers on an individual basis. Additional privileges added to the senior phase will have to be approved by the Company Commander before being authorized.

a. Appendix J. INDIVIDUAL STUDENT ASSESSMENT PLAN

INDIVIDUAL STUDENT ASSESSMENT PLAN (ISAP)

ARNG Officer Candidate School

1. References. TRADOC Regulation 350-70, Army Learning Policy and Systems, and TRADOC Pamphlet 350-70-5.

2. Requirements. The ISAP will be presented to candidates as part of initial counseling/in processing. TRADOC 350-70 and TRADOC PAM 350-70-5 requires the ISAP be provided in writing and explains evaluation methods, counseling, exams, retesting policy, nonacademic assessment requirements and graduation requirements. The ISAP will be posted in common areas for the students to review.

3. Individual Student Assessment Plan (ISAP) Per TR 350-18.

The ISAP details how the proponent school determines if a candidates has demonstrated a sufficient level of competency to pass the course or training. It specifically identifies course completion requirements to include the minimum passing score () (GO/NO-GO) for each written or performance examination, final grade requirements, minimum course attendance requirements (if applicable) and specific assessments that must be satisfactorily completed to graduate. It specifically identifies how the candidate's performance must be assessed. Specific lessons assessed in each assessment are identified. Counseling and reassessment policy are delineated. Other evaluations that affect graduation-such as the Army Weight Control Program and Army Physical Fitness tests are identified and their requirements included.

4. You will be administered three (3) written exams and one hands on evaluation during Phase 1, Leadership, Justice, Army Training Management and a Land Navigation Practical night into day. You will be administered four (4) written exams during Phase II, Military History, Supply, Tactics and Operations, and Call for Fire. Phase III you will be evaluated on the Troop Leading Procedures while conducting a squad training exercise.

a. Each written exam is given equal weight (weighted the same—100 points).

b. Exams are closed book; notes or reference will not be allowed during exams.

c. Exams consist of both multiple choice questions and scenarios. Candidates must select the best possible answer of the options available. In order to receive a passing score, you must answer the required percentage of the questions correctly.

d. Candidates who fail an exam will be counseled in writing on DA Form 4856, will receive remedial training and be retested. Candidates must pass all written examinations or retests with the score required on the lesson plan or higher depending on the exam requirement. Only one retest will be given per exam. A second retest is given only under exceptional circumstances and must be recommended by the Company Commander and approved by the Battalion Commander. The OC who passes the retest will be awarded the minimum passing score per the lesson plan regardless of actual score they receive; all test scores will be annotated on the End of Course Summary.

e. Candidates cannot fail more than three written exams. Failing three (3) written exams in both phase I and phase II combined, will result in academic probation. A fourth failure will result in a recommendation to the battalion commander for possible dismissal from the course. The candidate must be counseled on a DA Form 4856 of the consequences of the academic probation. See flow chart included with this ISAP.

f. If you feel your exam was graded incorrectly or a question on the exam had an error, you may bring it to your Instructors attention during the exam review. Your Instructor will review your concern with the Senior Instructor and/or the Test Control Officer. After the review you will be advised if a retest will be permitted. All identified errors will be submitted to the O.C.S. Subject Matter Expert (SME) and forwarded the Maneuver Center of Excellence (MCoE), Fort Benning, GA.

5. Leadership Position Evaluations. Each Candidate will be evaluated a minimum of one Leadership Position during Phase I, and a minimum of two during Phase II with at least 1 passing evaluation. Phase III Candidate's will receive an evaluation during the LRC and FLX II operations and must receive a passing evaluation. Leadership evaluation and counseling in OCS measures observed performance, not potential. Assessment is purposely subjective using Actions, Skills and Attributes from ADP 6-22 and the E-S-N scale (Excellent, Satisfactory or Needs improvement).

6. Medical Recycle / Dismissal: Inability to complete the course because of poor health is grounds for dismissal from the course. Mental Health difficulties, other than situational maladjustment are included in this category.

a. A Candidate may be recycled if a profile is issued. If the profile causes limited participation or missing mandatory training. Candidates missing an excess of eight hours of training or are unable to participate in PRT in any capacity may be relieved, and must start that Phase of training over.

b. Candidates who receive one or more profiles, limiting participation or missed training while in OCS may be dismissed from the course.

c. If the Candidate's physical condition has changed and the candidate can no longer meet the commissioning physical requirements. After the OCS Board reviewed their application and during their attendance in OCS, the candidate may be relieved from the course.

7. If you miss or cannot actively participate in 8 or more hours of scheduled training you may be recommended for recycle. Only the Battalion Commander can make exceptions to this policy, for all three phases.

8. **Phase I.** The following training events and exams must be successfully completed prior to the end of Phase I to be a graduate of this phase.

a. Examinations. You must score the required passing percentage on each exam. You are required to pass the two (2) written exams or retests and the Land Navigation individual practical night into day exam. Phase I written exams include: Army Training Management and Leadership at 70% or better. Phase I, practical exam includes the Land Navigation Night into Day Practical, you must find 4 out of 5 points in 5 hours. All exams and retests must be completed prior to the end of Phase I. Failure of any exam must be annotated on a DA Form 4856 Developmental Counseling Form.

b. Six mile foot march. Successful completion of the six mile foot march is a Phase I requirement. Officer Candidates must complete the six mile foot march without assistance (pulled, pushed, carried, or helped in any way) with a 35 lb. ruck sack, excluding water, (with minimum basic packing list IAW OCS SOP), in 105 minutes. Uniform will be as listed in the lesson plan. A six mile foot march retest must be completed by the Candidate prior to the end of phase I. Failure of the six mile foot march will be annotated on a DA Form 4856 Developmental Counseling Form.

c. Peer Evaluation #1 is completed at the end of Phase I. Peer Evaluations provides you with the opportunity to assess the demonstrated leadership in other Soldiers.

d. Program of Instruction (POI) Training. You must attend all POI training.

e. ACFT/Height/Weight.

(1) Per AD 2020-06, the APFT is the Army's physical fitness test of record as of 1 October 2020. Furthermore, the Directive prohibits the Army from taking any administrative actions against a Soldier, including adverse administrative actions such as separation and denial of appointment/ commissioning, for failing the APFT. This prohibition is effective until further guidance is published by this office; the Assistant Secretary of the Army (Manpower and Reserve Affairs)'s {ASA (M&RA)) guidance.

(2) Starting 1 April 2022, the ACFT will begin to be implemented as the Army's official record physical fitness test for personnel actions. Where this policy conflicts with any other previously published procedural guidance, this directive is controlling. All Candidates will take and pass a standard ACFT within 60 days prior to the start of Phase I. All Candidates will meet and maintain height and weight standards IAW AR 600-9.

f. Leadership Evaluation Report. During Phase I, you will receive and complete a minimum of one leadership position evaluation during Phase I by your Platoon Trainer Officer /NCO. The leadership positions are as follows: company commander, first sergeant, executive officer, platoon leader, platoon sergeant, and squad leader.

9. **Phase II.** The following training events and exams must be successfully completed prior to the end of Phase II to be a graduate of this phase.

a. Examinations. You must pass all five written exams and/or retests. You must score 70% as required by the lesson plan or greater on each exam. Phase II exams include: Military Justice, Military History, Call for Fire, Supply Activities, and Operations/Tactics. Candidates must score 70% or better on all written exams. Candidates who pass the retest are awarded the minimum passing score regardless of the score they attain. Failure of any exam must be annotated on a DA Form 4856 Developmental Counseling Form. All exams and retests must be completed prior to the end of Phase II.

b. Nine-mile foot march. Officer Candidates must complete the nine mile foot march without assistance (pulled, pushed, carried, or helped in any way) with a 35 lb. ruck sack, excluding water, FLC, M16A2/M4 rifle (training aid or actual weapon system), boots, in any weather conditions (with minimum basic packing list IAW OCS SOP), within 157.5 minutes. Uniform and equipment is per the lesson plan. A candidate who fails to meet the standard will be given one retest. The failure of the nine mile foot march must be annotated on a DA Form 4856 Developmental Counseling Form.

c. Twelve-mile foot march. Officer candidates must complete the twelve mile foot march without assistance (pulled, pushed, carried, or helped in any way) with a 35 lb. ruck sack, excluding water, ACH, FLC, M16A2/M4 rifle (training aid or actual weapon system), boots, in any weather conditions (with minimum basic packing list IAW OCS SOP), within 210 minutes. Uniform and equipment is per the lesson plan. A candidate who fails to meet the standard will be given one retest. The failure of the twelve mile foot march must be annotated on a DA Form 4856 Developmental Counseling Form.

d. Peer evaluation # 2 and # 3 – Peer evaluation # 2 is completed in the middle of phase II and peer evaluation # 3 is completed at the end of phase II.

e. ACFT. Beginning 01 October 2022, each Officer Candidate must score a minimum of 60 points on each event of the Army Combat Fitness Test (ACFT) with a minimum total score of 360 points, IAW ATP 7-22.01. Traditional Candidates must pass standard ACFT within 60 days of Phase III start date. Accelerated candidates must pass a standard ACFT within 20 days of Phase III start date.

f. 4-mile Graduation run. You must complete a 4-mile Graduation run without assistance in 36 minutes. A candidate who fails to meet the standard will be given one retest prior to the end of phase II. Uniform will be the APFU.

g. Program of Instruction (POI) Training. You must attend all POI training.

h. Leadership Evaluations Report. All students must have a minimum of two Garrison leadership position during Phase II and be counseled using the Leadership Evaluation Report (LER). You must receive an "E" or "S" on one leadership position to graduate Phase II.

i. Basic Rifle Marksmanship. This will be conducted using the EST 2000 and is familiarization training for basic rifle marksmanship and implementation of basic fundamentals in upcoming field exercises in phase II and in phase III.

10. **Phase III.** The following training events must be successfully completed prior to the end of Phase III to be a graduate of this phase and the OCS course.

a. Obstacle Course. You must attempt each obstacle in order to graduate. The company commander may close some obstacles based on climatic or safety conditions. Failure to attempt each obstacle will result in recycle or elimination from the course.

b. Leadership Reaction Course (LRC). You must participate as a squad member and as a squad leader at LRC training. You will receive an evaluation on the Leadership Reaction Course Report (LRCR).

c. Field Leadership Exercise (FLX II). You will be evaluated during FLX II. In a simulated combat environment, given a squad size element, you must demonstrate your ability to successfully lead Soldiers throughout the planning, preparation, and execution phases of your assigned mission. You will be evaluated on your use/understanding of the 8 TLPs. You will be granted one additional evaluation if you fail to meet the standard during the initial assessment. You must receive an "E" or an "S" on one Field Leadership Evaluation Report (FLER) in order to graduate Phase III.

d. POI Training. You must attend all Phase III POI training.

e. 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 newly commissioned second lieutenant prior to graduating Phase III and OCS.

11. Academic Evaluation Report (AER). The ARNG End of Course Summary is used to track the completion of all test scores and training events in all phases of OCS.

12. 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 dismissal. See ARNG OCSOP for detailed information concerning the honor code.

13. Determining Class Honors/Awards. Any system that awards honors must be devoid of any impropriety or any appearance of impropriety. To avoid this, the ARNG OCS program uses an objective system to determine each state OCS Honor graduate and the next two candidates that will graduate with honors. While the leadership evaluations are subjective and comprise a portion of an OCs score, collectively they are numbered evaluations, and when considered together create an objective opinion of that officer candidates leadership abilities as compared to his or her peers. There are three different Honor Awards given individually: the Distinguished Honor Graduate (who is the Erickson Trophy recipient), the second Honor Graduate, and the third Honor Graduate. There are three other awards given, the Academic Award, the Physical Fitness Award, and the Leadership Award.

14. Components of the Honor Awards System. Officer candidates receive honor awards based on their performance in four major areas of the course: Academics, APFT #2, leadership evaluations, and peer evaluations. Any candidate that failed any of the three major areas and had to retest, excluding leadership evaluations, will not be in the running for an honor award. A 'not satisfactory' on a leadership evaluation does not disqualify a candidate from being considered for honor awards.

15. Each college or university makes the decision about assigning and accepting credits for Officer Candidate School (OCS). The American Council of Education in Washington D.C. evaluated the curriculum for OCS. The council's credit recommendations are in "A Guide to the Evaluation of Education Experiences in the Armed Forces.

16. Dismissal and Recycle from the OCS Course.

a. Non-academic. See attached diagram for Non-academic dismissal and recycle. This includes motivational and disciplinary dismissal from the current phase of training and /or the OCS Course.

b. Academic dismissal. See attached diagram for academic dismissal and recycle. Academic dismissal and recycle are conducted when a candidate fails an exam and retest with a score below 70% or after the 4th test failure.

c. Appeal process. The following appeal procedures apply in cases where dismissal is considered for **motivational, disciplinary, or academic reasons** IAW TR 350-18 and AR 350-1. See attached diagram for appeals. Appeals will be submitted 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.

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

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

17. Any questions regarding this Individual Student Assessment Plan should be addressed through the chain of command.

INDIVIDUAL STUDENT ASSESSMENT PLAN

ARNG Officer Candidate School

(Students must complete and sign the acknowledgement. Completed acknowledgments are separated from the ISAP and filed in students' academic folder; students retain the ISAP for reference.)

By signing below, I acknowledge that I have received a copy of the ARNG OCS Individual Student Assessment Plan. I have read the criteria and I understand the requirements for graduation of each Phase.

Signature _____

Printed name _____

Date _____

