2nd Battalion (OCS), 200th Regiment (LDR)

ARNG Officer Candidate School (OCS)

1 Dec 2017
AMA Alma Mater

Among the hills of Alabama
Standing drab and gray
There’s an old abandoned barracks,
Home of AMA
Onward ever, backward never,
Our mission shall be done
Follow me, oh gallant brother,
Till the battle’s won
Taught to lead, never surrender,
Hear our battle cry
To the port of embarkation,
Follow me with pride
OFFICER CANDIDATE SCHOOL (OCS) STANDARD OPERATING PROCEDURES (SOP)

Summary. This 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 SOP outlines the policies, procedures, actions, responsibilities and privileges of the OCS program. Each Officer Candidate (OC) will become thoroughly familiar with this SOP.

Applicability. This SOP applies to all Candidates who are assigned to or attending training ARNG OCS

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 the ARNG OCS program.

THIS 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 SOP applies to all Candidates assigned or attached to the Officer Candidate School (OCS).

1-2. Mission. The Army National Guard Officer Candidate School (ARNG OCS) provides trained, agile, and adaptive junior Officers for an Army at war who are ready today and relevant for tomorrow’s challenges while taking care of our Soldiers, Civilians, and Army Families.

1-3. Course Overview.

   a. General: ARNG OCS is a 12 to 15-month (traditional 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. 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.

      (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 Officer Candidate (OC) done by the cadre to ultimately prepare the OC for the officer environment.

1-4. Course Standards.

   a. The standards required of an OC will be of the highest order. Character and integrity must be an inspiration to others and conduct always must be above reproach. Personal appearance, military bearing, physical readiness and military courtesy will be of the highest standard always.

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

      (1) ACADEMICS. Attend all required training and pass all examinations.
(2) LEADERSHIP. Serve in various command positions during all phases of training and achieve an overall satisfactory leadership rating.

(3) MORAL CHARACTER. Each OC must have high moral character considered necessary for a commissioned officer.

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

(5) PHYSICAL READINESS. Each OC must score a minimum of 60 points on each event of the Army Physical Fitness Test (APFT) with a minimum total score of 180 points, IAW NGR 600-100 and FM 7-22. A large portion of the OCS environment is physical conditioning and requires stamina. Each OC must participate in scheduled physical training. Candidates must complete a 6 mile foot march during phase I within the time limit, phase II complete a 9 mile foot march, a 12 mile foot march and a 5 mile company run within the time limit. The Individual Self-Assessment Plan (ISAP) contains the require times to pass all physical fitness events.

(6) WEIGHT STANDARDS. All Officer Candidates must meet the height/weight standards In Accordance With (IAW) AR 600-9. The height/weight standards must be maintained throughout all three phases.

(7) ATTENDANCE. Each OC is expected to attend all training periods. The loss of 12 hours of training could result in dismissal from the phase of training.

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 APFT’s, a first time GO on the 3 required foot marches and 5 mile run. This award signifies the candidate excelling in physical readiness and is in recognition of their superior level of physical readiness. If one or more candidates score 300 points on APFT # 2, the extended scale is used to determine the recipient of the physical fitness award.

d. 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.
Chapter 2. THE HONOR SYSTEM

OCS Honor Code: An OC 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 effects 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 his/her 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.

   (2) 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.

   (3) 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. OCS 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,
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 were 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 OCS. 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 3 written exams in phase I and a Land Navigation night in to day practical exam. Phase II has 4 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 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. 5 mile Formation run
4. Confidence obstacle course.

d. **APFT.** Candidates will take two record Army Physical Fitness Tests. The first APFT 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, the leader 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 during 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.

The Candidate leadership consists of the following positions:

1. Company Headquarters (referred to as the Top Three)
   a. Company Commander (CO)
   b. Executive Officer (XO)
   c. First Sergeant (1SG)

2. Platoon Level
   a. Platoon Leader (PL)
   b. Platoon Sergeant (PSG)
   c. Three to four Squad Leaders (SLs)

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

<table>
<thead>
<tr>
<th>POSITION</th>
<th>RATER</th>
</tr>
</thead>
<tbody>
<tr>
<td>Squad Leader</td>
<td>PLT Trainer</td>
</tr>
<tr>
<td>Platoon Sergeant</td>
<td>PLT Trainer</td>
</tr>
<tr>
<td>Platoon Leader</td>
<td>PLT Trainer</td>
</tr>
<tr>
<td>First Sergeant</td>
<td>1SG or PLT NCO</td>
</tr>
<tr>
<td>Executive Officer</td>
<td>XO or SR Trainer</td>
</tr>
<tr>
<td>Company Commander</td>
<td>CO</td>
</tr>
</tbody>
</table>

c. 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.

d. Candidate leadership positions normally rotate every 24 hours 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.

e. 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.

1. **Candidate Company Commander (CO).**

   a. The Candidate Company Commander (CO) is responsible for all that the company does or fails to do. The CO plans, makes timely decisions, issues orders, delegate’s tasks and personally supervises company activities.

   b. Additionally, the CO is responsible for conducting the troop leading procedures and orders process. Using the TLPs and orders the CO 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

   c. The Candidate CO exercises command through the XO, 1SG and PL's. They also use their company level
additional duty officers to accomplish missions.

d. The Candidate CO is responsible for the discipline, welfare, morale and control of the company. Furthermore, the CO will:

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

2. Supervise the PL’s in supporting and enforcing the policies, procedures and standards set forth in the OCS program and take positive action to correct deficiencies.

3. Be responsible for all status reports.

2. Candidate Executive Officer (XO).

a. The XO is the principal assistant to the Candidate CO and acts as their 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.

b. When possible, the XO will report to the DFAC and the next period of instruction ten minutes ahead of the company for any specific instructions. Upon receiving those instructions the XO will report to the Candidate CO.

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

d. 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.

d. Enforce supply discipline.

e. Maintain the XO’s book. The XO’s book will be neat, presentable, updated and will include at a minimum:

   a. Training schedule.
   b. Chow schedule and menu.
   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.

3. Candidate First Sergeant (1SG).

a. 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.

b. Formation Accountability

   1. 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.
2. 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.

3. 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 Duty Trainer.

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

      3. When the class is divided into more than one training areas, 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.

4. Platoon Leader (PL).

   a. The platoon leader commands the platoon and is responsible for the discipline, welfare, morale and control of the subordinates leaders and soldiers. Ultimately, the PL is responsible for everything the platoon does or fails to do.

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

      1. Proper accountability is maintained.

      2. PSG and SL’s are fulfilling their responsibilities.

      3. Platoon members receive information necessary for the platoon to accomplish the assigned mission.

      4. An equitable distribution of details and privileges exists and Candidate’s personal needs are taken care of.

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

      6. Candidates are spot checked for appearance, required knowledge and preparedness for training.

      7. 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.

      8. Inspect Candidate’s weapons, sensitive items and platoon equipment before and during training and prior to turn in.
9. 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.

**Platoon Sergeant (PSG).**

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

d. The PSG will:

1. 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.

2. Maintain accurate accountability of members of the platoon always.

3. Enforce the regulations and directives of OCS.

4. Ensure that platoon members maintain and account for equipment always.

5. Distribute pertinent information to the platoon in a timely manner.

6. 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.

7. Form the platoon prior to meals and march the platoon as a unit to the DFAC.

8. Assist the PL in conducting inspections of the platoon area.

9. Coordinate with the Candidate 1SG in all administrative matters concerning the platoon.

10. Ensure the platoon bulletin board is maintained and up to date.

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

a. The personal appearance and cleanliness of squad members.

b. Squad members maintain and account for all government property issued.

c. A squad status is maintained, to include the location and activity of squad members.

d. The squad is prepared to accomplish the assigned mission.

e. Candidates are present for all formations or properly accounted for.

f. Each squad member’s area and wall locker is inspection ready always.

g. The squad properly completes details in accordance with established policies and standards.

h. All squad members are kept informed.

i. 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. The professional soldier 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."

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

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

(2) Boots. **Boots must be broken in thoroughly before beginning OCS.**

1. Blisters and related foot problems will cause candidates to miss training. If this occurs, it will be directly attributable to failure to prepare.

2. Boots are expected to be clean and maintained with an appropriate suede cleaning kit.

3. Trousers will be bloused unless otherwise directed.

e. Uniforms. a. The daily garrison uniform is the Army Combat Uniform (ACU) Digital or Operational Camouflage Pattern (OCP) with the load bearing vest (LBV), issued three (3) day assault pack, and LBV. The field uniform will be dictated by the lesson plan. The Physical Readiness Uniform will be determined by the Sr. Platoon Trainer. Camelbacks are authorized to be carried inside the Candidates ruck during ruck marches.

(1) Army Combat Uniform (ACU) Digital or Operational Camouflage Pattern (OCP), minimum 5 sets. Uniform items will not be mixed. Each student must acquire and maintain the high standards of personal appearance of the officer corps. It is expected that the OC will set his uniform standard for the remaining years of their career. Those students who have uniforms that show considerable wear or that are ill-fitting will correct those deficiencies prior to reporting to Phase I.

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

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

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

(2) Army fitness physical uniform (APFU), minimum 2 sets.

a. Candidates will wear long underwear, and other items appropriate to the weather conditions and type of activity. If long underwear or other similar items are worn, they must conceal them from view with the running jacket and pants if wearing the APFU. When the green or black micro fleece cap is worn it will be pulled down snugly on the head with the bottom edge covering the ears, but not covering the eyebrows. The bottom edge (all) of the cap may be folded, but not rolled.

b. Candidates will wear commercial running shoes with calf-length or ankle-length, plain white or black socks (no logos). If worn, ankle-length socks must cover the entire ankle bone and calf-length socks will end at the middle point between the ankle and the knee. Shoes must accommodate all five toes in one compartment. Those shoes that feature five separate, individual compartments for the toes detract from a professional military image and are prohibited for wear with the APFU or when conducting physical training in a military formation.

c. Candidates will wear reflective belts and/or vests.

d. Candidates are authorized to wear commercially purchased gray or black spandex shorts under the APFU shorts. The length of the shorts must end above the knee or higher. The commercial shorts must be plain, with no logos, patterns, or obtrusive markings. Candidates are not required to buy the spandex shorts.

e. When Candidates wear the APFU as a complete uniform, they will keep the sleeves down on the jacket, the legs down on the pants, and they will tuck the t-shirt inside the trunks. Candidates may not roll or push up the sleeves of the APFU jacket or long-sleeved shirt. Soldiers may not cuff the APFU jacket sleeves or long-sleeved shirt. There are no restrictions on the combination of APFU items worn. APFU must be uniform throughout the Officer Candidate’s Company.

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

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

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

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.
The contraband list (Appendix L) 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.

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.

Candidates will not bring Privately Owned Weapons (POWs) to OCS.

5-10. Fireworks.
The introduction, possession and use of all fireworks are prohibited in OCS.
5-11. Telephones.

Candidates are not authorized to have cellular phones while at phase I of 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 by the authorization of cadre during phase II and phase III. During senior phase, Candidates may use cell phones after the last duty of the day. Any cell phones used (that ring) outside of authorized times or in class may be confiscated by the cadre and will result in loss of the privilege for a time specified by the Company Commander. Exceptions must be granted in writing by a Platoon Trainer.

5-12. Prescription Medications.

a. 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.
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 FM 3-21.5 (Drill and Ceremonies). 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.

   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 that the candidate 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 OC in charge will call the group to attention and render the salute and proper greeting. The OC 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 OC in file or the OC 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.

   d. When initiating conversation with cadre, candidates must “Request permission to speak.” This is not required when saluting or rendering military courtesies.

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

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

   g. 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.
h. 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.

6-3. Enter a Room, Addressing/Reporting and Dismissing.

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

b. Addressing/Reporting

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

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

c. Dismissing.

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

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

a.

6-4. 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 Platoon Trainer. The class will carry the class guidon whenever they march. Display the guidon, when not in use, in the unit area. In order to secure the guidon the “Key” must be removed. The guidon bearer shall not surrender the guidon and guidon key to anyone unless directed to do so by the Senior Platoon Trainer, Company Trainer, or First Sergeant Trainer.

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 30 feet. During periods of limited visibility road guards increase the distance to 50 feet.

2. Front and rear road guards warn traffic of the formation. They do not post themselves at an intersection, 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.

6-5. Dining Facility (DFAC).

a. General. The company will have 30 – 60 minutes 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.

b. Dining Facility Procedures/Movement into the DFAC. Once the Company has been formed in preparation for entering the dining facility, the CO will call the XO to the front of the company by using the command: "XO, front and center."

(1) The XO will then report to the CO, the CO will instruct the XO to "Read the Menu". The XO will then conduct an about face, give the company the command "Stand at ease", state "I HAVE THE MENU", and read the menu, accentuating "AND BUTTER" as the last item on the menu. At this point, the company will come to the position of attention and in unison, say "Yum, Yum!" and then immediately return to the position of "stand at ease". The XO will then call the company back to attention and conduct an about face where the CO will instruct him to return to his position in the company formation.

(2) The CO will then have the meal blessed by calling the Chaplain to the front of the formation by using the command: "Chaplain, Front and Center." The designated chaplain will leave his position in the company formation and report to the CO. The CO will instruct the chaplain to "Bless the Meal". The chaplain will then perform an about face, give the directive, "Remove Headgear." The chaplain will then bless the meal. Upon completion of the blessing (AMEN), the company will automatically replace their headgear, the chaplain will perform an about face where the CO will instruct him to return to his position in the company formation. (NOTE: When each individual OC replaces their headgear, they will place the Kevlar chinstrap on the back of the neck so that the chinstrap is not visible from the front.)

(3) After the chaplain has been dismissed, the CO will give the command, "Ground Headgear." Each OC, on the preparatory command, "Ground", will place both hands on the side of the Kevlar. On the command of execution, "Headgear", each OC will remove his Kevlar and place it centered in front of his feet on the ground. The CO will then give the directive to, "Ground your equipment". Each OC will then ground their individual map case, LBV, rucksack and/or manuals in an expeditious manner. The CO will then ask the most Sr. Platoon Trainer, "Sir/Ma’am, Officer Candidate "name", what are the numbers?" The most senior Platoon Trainer will respond with three numbers that will instruct the company on how many sit-ups, pull-ups, and push-ups the company will perform during the circuit exercises. The CO will then instruct the Platoon Leaders on these numbers and the order of chow. The CO will then turn the company over to the Platoon Leaders by using the command "Platoon Leaders take charge of your platoon and move them into the dining facility."
b. Movement to the DFAC. Officer Candidates will move by company to the DFAC. ACH, weapons and equipment will be grounded before entering the DFAC and a guard posted.

c. Standing in line. The line into the DFAC will begin at the front door. Candidates will maintain a position of Parade Rest at all times, coming to the position of attention to move forward in the line.

d. Door guard. A door guard will be posted at the entrance of the DFAC. The door guard will permit candidates to enter the DFAC at the direction of the DFAC personnel. The command "Next *number* candidates into the dining facility." will be used.

e. VIP guard. A guard to monitor the arrival and departure of VIPs within the DFAC will be posted. Upon identifying a VIP (Commandant, Senior Officer, etc.) senior in rank to all currently in the DFAC, the VIP guard will command, “At Ease!” All activity in the DFAC will cease until the command of “Carry On” is given.

f. Seating guard. A seating guard will be posted within the dining area of the DFAC. As an OC leaves the serving line, the seating guard will direct him to the next available seat. The dining room will fill from the seats furthest from the serving line to those nearest. The seating guard is responsible for knowing which seats are reserved for VIPs.

g. Movement within the DFAC. Upon entering the DFAC, Officer Candidates will assume and maintain a modified position of attention and proceed as directed. Officer Candidates will move to the seat indicated by the seating guard, be seated, and consume their meal as expeditiously as possible.

1. Inside the DFAC. Basic and Intermediate officer candidates will not talk inside the DFAC.
2. Officer Candidates will confine the boundary of their vision to their tray. Keep the doors closed for energy conservation (heat / air conditioner) and insects.
3. Movement out of and from the DFAC. Candidates will exit the rear of the DFAC double time to formation with a battle buddy. Candidates may move back to the company area as a platoon formation rather than company formation.

6-6. Sick Call.

a. Sick Call is at 0500 unless otherwise directed.

b. A Candidate is authorized a total of 12 hours from POI training. Candidates surpassing this timeframe will be recommended for dismissal and/or recycle.

6-7. Classroom Procedures.

a. Classroom procedures are as follows:

   1. Officer Candidates will enter the classroom in a single file, fill the seats from front to rear, and remain standing at the position of attention. The OC in charge will command “Uncover!” prior to reporting the class ready for instruction. Upon the command, “uncover!” all Officer Candidates will remove their headgear and place them on the table per the unit SOP. If the instructor is an officer the class leader will approach the instructor render a hand salute and report, “Sir/Ma’am, Officer Candidate *name*, *A*B*...Company, *First or Second...* Platoon, # assigned, # present, Prepared for instruction!” When the salute has been returned, the class leader will face about, relay any specific instructions/information and issue the directive “Ground Your Equipment”. If the instructor is an NCO the procedure is the same except the OC reports at the position of attention, no salute is rendered and the NCO is addressed as Sergeant/1SG/Sergeant Major. After the FLC has been hung on the backs of the chairs, the class leader will issue the command, “Take Seats!” At which point the class will exclaim, “*It Shall Be Done!*”, remove their remaining equipment and be seated. The class leader, and student class leadership will sit in the back of the room to ensure everyone pays attention.
2. To ask a question the OC will raise his hand. When recognized by the instructor the OC will rise to the position of attention, state “Sir/Ma’am/Sergeant/Sergeant Major, Officer Candidate *name*”, come to the position of parade rest and ask his question. Candidates will speak loud enough for all to hear the question or comment. Candidates will respond in the same manner when called upon by an instructor.

3. If an OC is feeling sleepy, the OC will take his note taking material and move to the rear of the classroom in a courteous manner where he will assume the position of parade rest. When alert, he will return to his seat. OC’s caught falling asleep are subject to negative spot reports, essays, or other disciplinary measures.

4. Officer Candidates will not go to the latrine or for water during class unless the instructor has granted permission.

1. 5. 6. 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 be seated within the given time.

7. When the instructor completes the period of instruction they will call, “Class Leader!”, or “Company Commander”. The class leader will rise and command the class to “Class Attention!” prior to reporting to the instructor at the front of the classroom. The class leader will proceed to the front of the classroom, halt two steps from the instructor, salute and state “Sir/Ma’am/Sergeant/Sergeant Major, Officer Candidate *name*, Reports as ordered!” The instructor will return the salute and issue any necessary instructions. The class leader will take one step to the rear and again salute the instructor. When the salute has been returned, the class leader will face about and command, “Secure your gear!” “Face the aisle!” “From front to rear, left to right, March out!” The Student Company Commander is the Class Leader when training at company level.

6-8. 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.

6-9. 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:
   (1) 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.

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

   (3) 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 companies’ assigned strength. Soldiers unaccounted for are reported as “out of ranks.” The student first sergeant will ensure the 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 the possession of Candidates their status will be reported to the duty Trainer as well. This report will take place prior to any movement.

6-10. Mail.

a. Phase I, Phase II (Accelerated) and Phase III mail is delivered Monday through Friday. If the company is in the field for training the mail is delivered as soon as training allows.

b. Packages. All packages are subject to inspection for unauthorized items.
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 consolidate phase I and III has the authority to dismiss candidates from the current phase of training for which they supervise if the candidate fails to meet any of the following reasons:

      (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 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 a '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 the Training Officer, 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 have to complete the corrective action. If the candidate does not improve or does not discontinue actions as directed, the platoon trainer must counsel the candidate a second time in writing using DA Form 4856 recommending him/her for dismissal or recycle and explain the candidates 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 Sr platoon trainer. The company commander will record his/her recommendation in Part IV of the Platoon Trainers DA Form 4856.

(3) Sr. Platoon Trainer. The Sr. platoon trainer 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 Sr. platoon trainer 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 Sr platoon trainer 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. The Sr. platoon trainer will record his/her recommendation in Part IV of the Company Commander’s DA Form 4856.

(4) 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 Sr. platoon trainer's DA Form 4856.

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

c. Disenrollment for illness, injury, compassionate transfer, or other reasons beyond the control of the individual will be made without prejudice. The O5 commander will prepare a DD Form 785 (Record of Disenrollment for Officer Candidate – Type Training) to the 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 05/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. See ARNG OCS Platoon Trainer Guide and ARNG OCS OCSOP for detailed information concerning the honor code.

(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.

(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 Sr. Platoon Trainer.

(4) Sr. Platoon Trainer. The Sr. Platoon Trainer 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 company commander’s written comments on the candidate’s potential before forwarding the entire packet to the OCS/GS battalion or regimental commander.

(5) 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 Sr. Platoon Trainer.

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 DIMENSIONS (ADRP 6-22)

A-1. Army Values. Principles or qualities intrinsically desirable. This is taken directly from the Army OER form. The Evaluation Report indicates either a “yes” or “no” for the Candidate.

1. Loyalty. Bear true faith and allegiance to the U.S. Constitution, the Army, your unit, and other soldiers.
2. Duty. Fulfill your obligations.
3. Respect. Treat people as they should be treated.
4. Selfless-Service. Put the welfare of the nation, the Army and your subordinates before your own.
5. Honor. Live up to all the Army values.
6. Integrity. Do what’s right, legally and morally.
7. Personal Courage. Face fear, danger, or adversity (physical and moral).

A-2. Identities. As they do with all Army Leaders, the Army Values Guide Officers in their daily actions. These values manifest themselves as principles of action. Another essential part of officership is a shared professional identity. This self-concept, consisting of four interrelated identities, inspires and shapes the officer’s behavior. These identities are warrior, servant of the nation, member of a profession, and leader of character. As a warrior and leader of warriors, the officer adheres to the Soldier’s Creed and the Warrior Ethos. An officer’s responsibility as a public servant is first to the Nation, then to the Army, and then to his unit and his Soldiers. As a professional, the officer is obligated to be competent and stay abreast of changing requirements. As a leader of character, officers are expected to live up to institutional and National Ethical values.

A-3. Attributes. What an Army Leader is.

a. A Leader of Character. Factors internal and central to a leader, that which makes up an individual’s core.

   a. Army Values. Values are the principles, standards, or qualities considered essential for successful leaders. Values are fundamental to help people discern right from wrong in any situation. The Army has set seven values that must be developed in all Army Individuals: loyalty, duty, respect, selfless service, honor, integrity, and personal courage.

   b. Empathy. The propensity to experience something from another person’s point of view. The ability to identify with and enter into another person’s feelings and emotion. The desire to care for and take care of Soldiers and others.

   c. Warrior Ethos. The shared sentiment internal to Soldiers that represents the spirit of the profession of arms.

   d. Discipline. Control of one’s own behavior according to Army Values: mindset to obey and enforce good orderly practices in administrative, organizational, training, and operational duties.

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


   b. Fitness. Having sound health, strength, and endurance that support one’s emotional health and conceptual abilities under prolonged stress.

   c. Confidence. Projecting self-confidence and certainty in the unit’s ability to succeed in whatever it does. Demonstrating composure and an outward calm through steady control over one’s emotions.

   d. Resilience. Showing a tendency to recover quickly from setbacks, shock, injuries, adversity, and stress while maintaining a mission and organizational focus.

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

   a. Mental Agility. Flexibility of mind; the ability to break habitual thought patterns. Anticipating or adapting to uncertain or changing situations; to think through outcomes when current decisions or actions are not producing desired effects. The ability to apply multiple perspectives and approaches.

   b. Sound Judgment. The capacity to assess situations or circumstances shrewdly and to draw sound conclusions. The tendency to form sound opinions and make sensible decision and reliable guesses.
The ability to assess strengths and weaknesses of subordinates, peers, and enemy to create appropriate solutions and action.

c. Innovation. The ability to introduce new ideas based on opportunity or challenging circumstances. Creativity in producing ideas and objects that are both novel and appropriate.

d. Interpersonal tact. The capacity to understand interactions with others. Being aware of how others see you and sensing how to interact with them effectively. Consciousness of character reactions and motives of self and others and how they affect interactions.

e. Expertise. Possessing facts, beliefs, logical assumptions and understanding in relevant areas.
Appendix B. REQUIRED KNOWLEDGE

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


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.

Commander in Chief
Secretary of Defense
Secretary of the Army
Chairman, Joint Chiefs of Staff
Army Chief of Staff
Chief, NGB
Battalion Commander
Company Commander
Senior Training Officer / Executive Officer
Platoon Training Officer

B-5. The Five Paragraph Operation Order.

References: ATTP 5-0.1 Commander and Staff Officer Guide, Chapter 12 ADRP 5-0 The Operations Process
FM 3-21.8 Infantry Rifle Platoon and Squad, pg 5-5 to 5-21.

The OPORD outline below is from ADRP 5-0. Candidates should reference FM 3-21.8 for further information on the OPORD in an Infantry Platoon.
References
Time Zone Used Throughout the OPLAN / OPORD: Task Organization

1. SITUATION.
   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.
      5. Environmental considerations.

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. OCS Alma Mater.

Whenever recited, all Officer Candidates who hear it must come to the position of attention and recite/sing in unison. Each school house will have a specific Alma Mater.
B-7. 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-8. 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)

References: ATTP 5-0.1 Commander and Staff Officer Guide, Chapter 5. 
ADRP 5-0 The Operations Process, Chapter 2. 
FM 3-21.8 Infantry Rifle Platoon and Squad, Chapter 1, Para 1-144.

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-10. Military Aspects of Terrain

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

B-11. 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-12. Call for Fire

References: GTA 17-02-015 (Call For Fire)
             FM 6-30 (Observed 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-13. 5 Principles of Patrolling

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


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 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


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

B-16. 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 Stanza
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.

Chorus
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-17. 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-18. 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. SAFETY AND RISK MANAGEMENT

C-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.

C-2. Risk Mitigation at OCS.

1. **POV/ TRIPs** ([https://safety.army.mil](https://safety.army.mil)) All POVs will be inspected prior to all extended passes. Candidates will conduct TRIPs risk management on safety.army.mil with their trainer as their supervisor, prior to all extended passes.

2. **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.

3. **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.

4. **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.

5. **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.

C-3. Medical Alert Markings.

1. The following tapes/colors will be used to indicate a Medical alert to Cadre and fellow Candidates. Candidates will use all tapes that apply.
   a. Red tape - previous hot weather injury.
   b. Blue tape - previous cold weather injury.
   c. White tape – taking any type of medication or is under the supervision of a medical or mental health professional.
   d. Yellow tape – Allergic reaction history (e.g. bees, ants, penicillin, etc).

**FURTHER INFORMATION DEVELOPED LOCALLY**
### APPENDIX D PACKING LIST

<table>
<thead>
<tr>
<th>MINIMUM QUANTITY</th>
<th>ITEM DESCRIPTION</th>
<th>NOTES</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
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<td>PACKED</td>
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#### HOME STATE S-1 / ADMIN ISSUED ITEMS

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<tr>
<th>MINIMUM QUANTITY</th>
<th>ITEM DESCRIPTION</th>
<th>NOTES</th>
</tr>
</thead>
<tbody>
<tr>
<td>1 each</td>
<td>Identification Card, Military</td>
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<tr>
<td>1 pair</td>
<td>Tags, Personnel ID w/ chain</td>
<td></td>
</tr>
<tr>
<td>1 each</td>
<td>Driver’s License (Mil / Civ)</td>
<td></td>
</tr>
<tr>
<td>5 each</td>
<td>Orders, Annual Training</td>
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#### ISSUED CLOTHING

<table>
<thead>
<tr>
<th>MINIMUM QUANTITY</th>
<th>ITEM DESCRIPTION</th>
<th>NOTES</th>
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</thead>
<tbody>
<tr>
<td>2 each</td>
<td>Belt, Trousers</td>
<td></td>
</tr>
<tr>
<td>2 pair</td>
<td>Boots, Combat, Desert or Coyote (OCP)</td>
<td></td>
</tr>
<tr>
<td>2 each</td>
<td>Cap, ACU or OCP</td>
<td>Name tapes may be sewn on</td>
</tr>
<tr>
<td>1 each</td>
<td>Coat, Cold Weather, ACU or Jacket, Gortex</td>
<td></td>
</tr>
<tr>
<td>1 each</td>
<td>Trousers, ECWS (Gortex)</td>
<td></td>
</tr>
<tr>
<td>1 pair</td>
<td>Gloves, Shell, Black Leather w/ inserts</td>
<td></td>
</tr>
<tr>
<td>4 each</td>
<td>Coat, ACU or OCP with Velcro Name Tapes</td>
<td>Name tapes may be sewn on</td>
</tr>
<tr>
<td>1 each</td>
<td>Jacket, IPFU or APFU</td>
<td></td>
</tr>
<tr>
<td>1 pair</td>
<td>Pants, IPFU or APFU</td>
<td></td>
</tr>
<tr>
<td>1 each</td>
<td>Shirt, long sleeve, IPFU or APFU</td>
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</tr>
<tr>
<td>2 each</td>
<td>Shirt, short sleeve, IPFU or APFU</td>
<td></td>
</tr>
<tr>
<td>2 each</td>
<td>Shorts, black, IPFU or APFU</td>
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</tr>
<tr>
<td>1 each</td>
<td>Cap, Grey Fleece or Black (watch cap)</td>
<td></td>
</tr>
<tr>
<td>10 pair</td>
<td>Socks, Wool, Boot (Green or Black)</td>
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</tr>
<tr>
<td>4 pair</td>
<td>Trousers, ACU or OCP</td>
<td></td>
</tr>
<tr>
<td>6 each</td>
<td>Undershirt, Sand (ACU) or OCP Coyote</td>
<td></td>
</tr>
<tr>
<td>2 each</td>
<td>Handkerchiefs</td>
<td></td>
</tr>
<tr>
<td>2 each</td>
<td>Top, Underwear, Polypropylene or Black Silk</td>
<td>Required for winter course</td>
</tr>
<tr>
<td>2 each</td>
<td>Bottom, Underwear, Polypropylene or Black Silk</td>
<td>Required for winter course</td>
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#### INDIVIDUAL EQUIPMENT

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<tr>
<td>1 each</td>
<td>Bag, Duffel</td>
<td></td>
</tr>
<tr>
<td>1 each</td>
<td>Bag, Sleeping MSS: Patrol and Intermediate Cold Weather</td>
<td>With Gortex Bivy Cover</td>
</tr>
<tr>
<td>1 each</td>
<td>Blanket, Wool</td>
<td></td>
</tr>
<tr>
<td>1 each</td>
<td>Bag, Waterproof</td>
<td></td>
</tr>
<tr>
<td>1 each</td>
<td>Bag, Laundry</td>
<td></td>
</tr>
<tr>
<td>2 each</td>
<td>Canteen, Water, Plastic (1 qt)</td>
<td></td>
</tr>
<tr>
<td>1 each</td>
<td>ACU or OCP Molle Grenade Pouch</td>
<td>For lensatic compass (Riflemen Set)</td>
</tr>
<tr>
<td>2 each</td>
<td>ACU or OCP Molle M-4 / M16 Ammo Pouch - 2 Mag</td>
<td>(Riflemen Set)</td>
</tr>
<tr>
<td>1 each</td>
<td>Compass, Lensatic with case &amp; Lanyard (FUNCTIONAL)</td>
<td></td>
</tr>
<tr>
<td>2 each</td>
<td>ACU or OCP Molle 1 Quart Canteen Cover</td>
<td>(Riflemen Set)</td>
</tr>
<tr>
<td>2 each</td>
<td>Cup, Canteen</td>
<td></td>
</tr>
<tr>
<td>1 each</td>
<td>Entrenching Tool w/ Carrier</td>
<td></td>
</tr>
<tr>
<td>MINIMUM QUANTITY</td>
<td>ITEM DESCRIPTION</td>
<td>NOTES</td>
</tr>
<tr>
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<td>--------------------------------------------</td>
</tr>
<tr>
<td>1 each</td>
<td>Flashlight, (w/ all lenses and batteries)</td>
<td></td>
</tr>
</tbody>
</table>

**INDIVIDUAL EQUIPMENT (continued)**

| 1 each           | Helmet, ACH (Without cover)                          |                                             |        |
| 1 each           | Poncho, ACU or OCP                                   |                                             |        |
| 1 each           | Reflective belt, PT                                  |                                             |        |
| 1 each           | Liner, Poncho                                        |                                             |        |
| 1 each           | Mat, Sleeping                                        |                                             |        |
| 1 each           | Ruck, MOLLE, Large w/ frame with 2 Sustainment Pouches |                                             |        |
| 1 each           | FLC Set Assault Pack, (Riflemen set) (Riflemen Set)  |                                             |        |
| 1 pair           | ACU or OCP Fighting Load Carrier (FLC) (Riflemen Set)|                                             |        |
| 1 pair           | Clear Safety Goggle / Ballistic Glasses              | No shaded or tinted authorized             |        |

**HOME STATE ISSUED ITEMS**

<p>| 1 each           | Bee-sting allergy kit (by prescription)             |                                             |        |
| 5 each           | Bag, Zip-Lock, Plastic (12 x 12)                    |                                             |        |
| 5 each           | Bag, Zip-Lock, Plastic (8 x 8)                      |                                             |        |
| 5 each           | Bag, Zip-Lock, Plastic (6 x 6)                      |                                             |        |
| 1 pair           | Plug, Ear w/ case                                   |                                             |        |
| 3 each           | Pen, Black, ball-point                              |                                             |        |
| 2 each           | Pen, Sharpie, fine point, black                     |                                             |        |
| 1 each           | Ruler, 12”                                          |                                             |        |
| 1 each           | Sewing Kit                                          |                                             |        |
| 2 each           | Book, Memo 3.5” x 4.5”                              |                                             |        |
| 1 each           | Marker, Permanent, Black                            |                                             |        |
| 2 each           | Notebook, Steno Type (8.5x11 – white)               |                                             |        |
| 2 packs          | Index Cards, 3” x 5” (100 per pack)                 |                                             |        |
| 1 set            | Pens, Alcohol, super fine, red, blue, black, green  |                                             |        |
| 1 each           | Pen, cleaning(alcohol)                              |                                             |        |
| 2 each           | Pencil, mechanical                                  |                                             |        |
| 2 each           | Coordinate Scale and Protractor                     | Recommend Ranger Joes Brand               |        |
| 1 each           | Camouflage Compactor Stick                          |                                             |        |
| 1 each           | Calamine Lotion                                     |                                             |        |
| 1 each           | Chigg-Away                                          |                                             |        |
| 1 each           | Foot Powder                                         |                                             |        |
| 1 each           | Insect Repellant                                    |                                             |        |
| 1 each           | Lipstick, Anti-Chap                                 |                                             |        |
| 1 each           | Pre-Sun 15, 4 oz.                                   |                                             |        |
| 1 each           | Whistle, Plastic, Black or Dark Green               |                                             |        |
| 1 each           | Camelback (ACU, OCP, Tan or Green)                  |                                             |        |
| 1 each           | Athletic Supporter (Male) w/ cup                     |                                             |        |
| 3 each           | Brassiere, Athletic/Sports type (Female)            |                                             |        |
| 1 kit            | Desert boot Cleaning Kit                            |                                             |        |</p>
<table>
<thead>
<tr>
<th>MINIMUM QUANTITY</th>
<th>ITEM DESCRIPTION</th>
<th>NOTES</th>
<th>PACKED</th>
</tr>
</thead>
<tbody>
<tr>
<td>1 pair</td>
<td>Shoes, Running (conservative incolor)</td>
<td>Must lace up – no 5 finger</td>
<td></td>
</tr>
<tr>
<td>1 pair</td>
<td>Shoes, Shower (conservative incolor)</td>
<td></td>
<td></td>
</tr>
<tr>
<td>2 pair</td>
<td>Laces, Combat Boot (spares)</td>
<td></td>
<td></td>
</tr>
<tr>
<td>5 pair</td>
<td>Socks, White or Black, Running (no logos or stripes; length IAW AR 670-1)</td>
<td></td>
<td></td>
</tr>
<tr>
<td>2 each</td>
<td>Tabs, Blousing (Velcro)</td>
<td></td>
<td></td>
</tr>
<tr>
<td>1 kit</td>
<td>Toilet Articles, (as required): toothbrush, toothbrush case, toothpaste, soap, soap dish, shaving gear, mirror, comb or small brush, feminine hygiene articles, dental floss, mouthwash, antiperspirant, no electric razors</td>
<td></td>
<td></td>
</tr>
<tr>
<td>4 each</td>
<td>Bungee Cord, Black or Dark Green</td>
<td></td>
<td></td>
</tr>
<tr>
<td>4 each</td>
<td>Towel, Bath, White or Brown</td>
<td></td>
<td></td>
</tr>
<tr>
<td>2 each</td>
<td>Wash cloth, White or Brown</td>
<td></td>
<td></td>
</tr>
<tr>
<td>6 each</td>
<td>Underwear, White, Black, Brown, Sand, or Coyote</td>
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<td></td>
</tr>
<tr>
<td>3 each</td>
<td>Padlock, combination (SERVICEABLE, must fit on dufflebag)</td>
<td></td>
<td></td>
</tr>
<tr>
<td>1 each</td>
<td>Watch, Wrist (Black)</td>
<td></td>
<td></td>
</tr>
<tr>
<td>10 each</td>
<td>Coat Hangers, Copper</td>
<td>No plastic or colored hangers</td>
<td></td>
</tr>
<tr>
<td>2 pair</td>
<td>Government Issued eyeglasses w/ strap (if required by prescription; no contacts) 1 pr. worn, 1 extra</td>
<td></td>
<td></td>
</tr>
<tr>
<td>1 set</td>
<td>Civilian clothes (worn in transit)</td>
<td></td>
<td></td>
</tr>
<tr>
<td>4 each</td>
<td>Battery, D cell (2 in flashlight)</td>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td>Money to cover incidental expenses – do not bring excessive amounts of money to training.</td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

**COMMON ITEMS**

**OPTIONAL ITEMS**

| 1 pair           | Boots, ECW S (Gortex)                                              |                        |        |
| 1 set            | Elbow/Knee Pads                                                    |                        |        |
| 3 each           | Long Sleeve T-shirt, Sand                                          |                        |        |
|                  | Under Armor T-Shirts                                               | Cannot Replace Required T-shirts |        |
|                  | Cold Weather Under Armor Top and Bottoms                           | May replace Polypro    |        |
| 1 each           | Leather man type Multi-tool                                        |                        |        |
| 1 each           | Sand Table Kit Phase I                                             | Required Phase II & III |        |

**NOTE:** You must bring **ALL** items on the packing list. You will not start the course without the required items.
PREPARING THE OCS STUDENT AUTOBIOGRAPHY

E-1. SUBJECT AREA: Written Communication.

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

E-3. ASSIGNMENT INFORMATION:

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

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

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

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

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

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

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

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

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

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

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

      (4) Correctness. Is your text carefully proofread, and free of typographical errors? Have you used the proper format? Is your text neat, and free of smudges and wrinkles?
Candidate Photo
APPENDIX F
CLOTHING & EQUIPMENT DISPLAYS

F-1. General. All Items brought to OCS must be clean, clearly labeled and in working condition. This annex outlines the SOP on labeling and displaying these items. Displays are to be working displays as opposed to static displays.

F-2. LBV/MOLLE Vest Set-Up. See Figure F-1

![Figure F-1 MOLLEFLC Vest Set-Up](image1)

![Figure F-2 MOLLEFLC Vest Set-Up](image2)
F-3. **PONCHO FOLDING.** See Figure F-2

1. Fold poncho in half lengthwise (snaps together).

2. Fold in quarters.

3. Fold to center.

4. Fold in half.

5. Fold to center.

6. Fold in half.

7. Center poncho on pistol belt and secure it with one black (or tan) boot lace in the following manner. Wrap shoelace three times around poncho directly below pistol belt so that the wraps of the lace are parallel to the pistol belt and flush with each other. Tie lace in rear and secure so that excess lace and ties do not show when worn.

---

**Figure F-2**
**Poncho Folding**
F-4. Labeling Clothing and Equipment. Labels for military footgear and Kevlar will be made of 1” white cloth tape with a fine tip black permanent marker. Cut the tape 2”. Use your initials and last four numbers of your social security number.

Figure F-3 Annotated White Cloth Tape

a. Footgear. Boots and low quarters, both right and left, are labeled on the inner right side just below the rim. Running shoes will not use a label but the information will be written on the shoe at the same location. Shower shoes will be labeled on the heal as indicated.

Figure F-3 Footgear Marking

b. Kevlar / MICH / ACH Helmets will be labeled at the center in the inside back just below the sweatband.

c. Clothing. ACUs, field jacket, Gortex, ACU caps, IPFU shorts, IPFU shirts, IPFU Jacket, and IPFU Pants will have the information written across the top of the sewn-in tag unless the tag is missing in which case a tape label will be placed where the tag would be. If the garment has two tags, the tag in the collar or waistband will be labeled. Underwear, T-shirts and towels will be labeled where marking cannot be seen when worn or displayed.
d. Field Equipment: The following field gear will be marked with 2” x 4” piece of Tape, Cloth, OD in Color (100 Mile/Hour tape). The tape will be marked with a black permanent marker. Use your initials and the last four numbers of your social security number. With exception of the entrenching tool and laundry bag, **do not mark directly on your gear.**

![Figure F-4 Annotated OD Green Cloth Tape](image)

Figure F-4 Annotated OD Green Cloth Tape

![Figure F-6 Kevlar/ACH Marking](image)

Figure F-6 Kevlar/ACH Marking
Figure F-7 Suspender/LBE/V Marking

Figure F-8 Canteen Cover Marking

Figure F-9 Canteen Cup Marking
Figure F-10  Canteen Marking

Figure F-11  Grenade Pouch

Figure F-12  Angle Flashlight Marking

Figure F-13  A.L.I.C.E. Pack Marking
Figure F-14
E-Tool and Carrier Marking

A B C 6789

Figure F-15 Duffel Bag Marking (Blacken in “US”)

ABC
6789

Figure F-16 Laundry Bag Marking
F-5. Displaying Clothing and Equipment.

1. Personal drawer must be locked during inspection, or when not attended, unless otherwise directed.

2. Hygiene drawer. The bottom of the drawer will be lined with a towel. One additional white/brown towel will be rolled and placed according to the diagram. Shower/shaving kit-black, clean and closed with the tongue of the zipper to the front of the drawer. Boot cleaning kit will be placed in the back of the drawer as displayed above with the zipper to the back of the drawer with the tongue of the zipper to the left. Belt rolled and secured with a pin, placed centered per illustration with the roll clock-wise and buckle on the left side.

3. Clothing drawer: The bottom of the drawer will be lined with a towel. 3 pair issue socks black or green, rolled individually-smiles down. 2 pair white or black socks, rolled individually-smiles down. 4 sand or coyote T-shirts, and 3 pairs of white, black, brown, sand or coyote underwear. 1 PT shirt rolled the same as the T-shirts. 1 pair PT shorts rolled the same as the shirt. Handkerchief folded per illustration.

4. Duffel Bag will store all field equipment and extra military items unless being displayed. Handle and pocket facing out, top folded, secured and locked. Civilian attire will also be stored in the Duffel Bag.
(5) Hanging Display. When facing the open wall locker, from the right, the field jacket or gortex jacket, ACUs (minimum 1 set) all sleeves down, zipped and velcroed as if being worn, legs folded to the right over the hanger, fly to the front of the locker with buttons secured, blouses facing the center, cold weather IPFU top and bottoms hanging same as the ACUs, long sleeve IPFU shirt, and short sleeve IPFU shirt. Hangers spaced approximately 3" apart. From the left of the wall locker the towel and washcloth, both folded in half-length hanging on copper hanger with the open side to the rear of the locker, approximately 3" from left wall. (Refer to diagram for placement)

(6) Top Shelf. When facing the open wall locker, from the right, the KEVLAR with LBE (when not displayed with field equipment), ACU cap, grey fleece cap and glove shells with inserts below. All flush to the front edge of the shelf. Both gloves and inserts palm-to-palm with thumbs against the side walls.

(7) Assault Pack. When facing the open wall locker, all issued manuals and TMs will be stacked and flush with front left corner of drawers. Assault Pack will be empty, standing at the rear of the drawer, facing outward.

(8) Foot gear: One pair of clean desert boots, running shoes and shower shoes will be displayed in that order starting with the boots next to the bed post. Laces will be tied and tucked inside. Both top and bottom bunks will display at the end closest to aisle. (The head of the bottom bunk should be at the end closest to the wall locker)

(9) Field equipment. All displayed equipment must be clean and serviceable. All potentially reflective surfaces must be emnued or painted. Display on bunk according to Figure K-19.

![Figure F-18 Handkerchief Fold](image-url)
Figure F-19 Equipment Display

- ACH / Kevlar
- Sleep System
- Ruck Sack
- E-Tool
- E-Tool Case
- MOLLE FLC Vest
APPENDIX G: CONTRABAND

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

1. Tobacco products.
2. Alcohol.
3. Any supplements taken to enhance performance.
4. Medications not prescribed by a Physician. (To include cough drops and Vitamin C tablets)
5. Contact lenses.
6. Irons.
7. Stoves.
11. Perfumes, colognes, or after-shave.
13. Electric or battery operated razors.
15. Radios, portable TV/DVD players.
16. Pagers, beepers.
17. Laptop/palmtop computers.
18. Global positioning devices.
19. Civilian clothes. (Authorized 1 set for travel purposes only to and from OCS)
21. Bayonets, fixed-blade knives, or knives over 3”.
22. Any lotion other than non-scented.
23. Any handheld electronic devices (i.e., video game players, palm pilot, organizers).
24. Adult material of any kind.
25. Vitamins.
26. Outside Notes or Handouts.

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.
APPENDIX H

SENIOR STATUS

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

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

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

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

H-2. Senior Officer Candidate Uniform.

a. Headgear. Senior Officer Candidates will wear the patrol cap with the OCS insignia (insignia may be waived for AOCS).

b. Ascot. Senior Officer Candidates will wear the white ascot with the black and gold OCS patch centered (may be waived for AOCS).

c. Rubber duck M16. Senior Officer Candidates will not carry the rubber duck M16s unless required for training. LBE / Assault Pack. Senior Officer Candidates will continue to wear the LBE and Assault Pack with required material.

H-3. Senior Officer Candidate Privileges.

a. Marching. If time permits, Senior Officer Candidates will separate from the company and march at quick time while the rest of the company is at double time. If time permits, Senior Officer Candidates will walk when moving from point to point.

b. DFAC Procedures. Senior Officer Candidates will participate in all DFAC procedures except the sit-ups, pull-ups, and push-ups. Senior Officer Candidates will move to the front of the line at the DFAC. Senior Officer Candidates will sit at separate tables from the other candidates and are allowed to speak quietly.

c. Other privileges assigned by the Platoon Trainers.

d. Senior Officer Candidates will continue to follow all other OCSOP procedures.