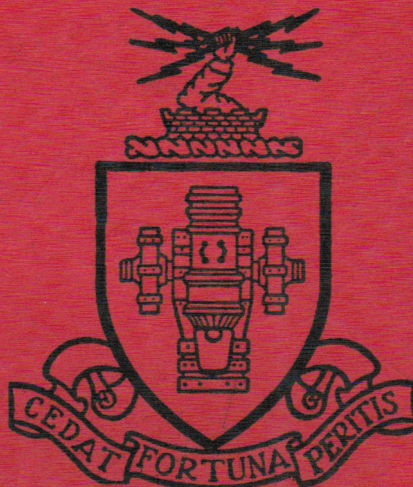


TACTICAL OFFICERS GUIDE



OFFICER CANDIDATE BRIGADE
U. S. ARMY FIELD ARTILLERY SCHOOL
Fort Sill, Oklahoma

APRIL 1969

THIS PUBLICATION SUPERSEDES TACTICAL OFFICERS GUIDE, 27 NOVEMBER 1967.

DEPARTMENT OF THE ARMY
HEADQUARTERS OFFICER CANDIDATE BRIGADE
U. S. ARMY FIELD ARTILLERY SCHOOL
Fort Sill, Oklahoma 73503

AKPSIAS-OC-CO

SUBJECT: Tactical Officers Guide

All Officers

1. The purpose of this publication is twofold: To assist newly assigned officers in becoming familiar with their duties and to provide a ready reference guide for all officers serving in the Officer Candidate Brigade.
2. Insofar as possible, changes to the Tactical Officers Guide will be published quarterly to assist in providing timely changes, deletions, and additions. All persons using this guide are requested to forward their comments and/or suggested changes through battalion headquarters to the S1, Officer Candidate Brigade, for review and consolidation in the quarterly revision.
3. Each person using this guide is responsible for keeping his copy current by posting published changes. Changes other than minor pen and ink changes will be made by page replacement. An index of changes will be inserted following this letter and posted as changes are made. Replacement pages will carry a date in the lower right corner to indicate the date of the change. If additional pages are issued, they will be identified by the point system, e. g. , 15.01, 15.02, and will be inserted in the appropriate sequence.



T. E. WATSON, JR.
Colonel, Field Artillery
Commanding

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Section I. GENERAL

1. INTRODUCTION

a. The Artillery Officer Candidate School was founded at Fort Sill in July 1941, when the critical need for junior officers was becoming increasingly apparent. It was initially a 13-week course but was lengthened in 1943 to 17 weeks. By December 1946, when the school was closed, over 26,000 candidates had received their commissions. From 1947 through 1950, only one Officer Candidate School remained operational--the Ground General School at Fort Riley, Kansas. With the onset of the Korean War, the Artillery Officer Candidate School, along with others, was reopened. From February 1951 until September 1968, approximately 15,000 candidates received commissions. At the present time there are three officer candidate schools: Infantry at Fort Benning, Georgia; Field Artillery at Fort Sill, Oklahoma; and Engineer at Fort Belvoir, Virginia.

b. This is a 23-week course, designed to be a period of transition, training, and leadership evaluation. Its purpose is to prepare for commissioning those enlisted men and warrant officers who have demonstrated leadership potential and the ability to assume the responsibilities of commissioned officers. It is a thorough, fast-moving course that will tax the abilities of each candidate. A candidate has ample opportunity to demonstrate his full potential.

c. An officer candidate is a member of the Active Army, United States Army Reserve, or Army National Guard who has been selected to undergo intensive military training and evaluation to qualify him as an officer in the Army of the United States. Regardless of his later branch assignment, a candidate must meet the standards prescribed for an artillery second lieutenant in order to graduate. The candidates are eager, energetic young men who perform every task to the best of their ability. They invariably show initiative, force, and determination in everything they do. A tactical officer must move fast to stay ahead of them.

2. PURPOSE

This Tactical Officers Guide describes the role of the tactical officer--the leader, trainer, administrator, counselor, and evaluator of the officer candidate. Its purpose is to delineate the responsibilities of the tactical officer.

3. MISSION

The primary mission of the United States Army Field Artillery Officer Candidate Brigade is to prepare selected individuals for appointment as commissioned officers in the US Army Reserve and for duty as second lieutenants in the Field Artillery. The secondary mission of the Officer Candidate Brigade is to serve as a basis for mobilization, as the needs of the Service require.

Section II. RESPONSIBILITIES OF THE TACTICAL OFFICER

4. GENERAL

a. The principal duties of the tactical officer are to observe, evaluate, and develop candidates and prepare them to receive commissions in the Field Artillery and to recommend appropriate action for those who fail to progress satisfactorily and meet the prescribed standards.

b. The tactical officer must strive to know the officer candidates. He must show the officer candidates by his example of professionalism that soldiers are successfully led by the man who inspires confidence, willing cooperation, and obedience. It is essential that the

tactical officer be approachable. He should follow a middle path between friendliness and aloofness. The tactical officer must help the candidates to improve their performance in every possible way.

5. ORIENTATION

a. Each tactical officer must insure that the candidates in his platoon are aware of what is expected of them. Orientation begins with the initial interview and continues throughout the course. The officer candidate has the responsibility for keeping himself informed, but the tactical officer must insure that the candidate is kept informed. One tendency which is fairly common on the part of the candidates is a short-range point of view to get by one exam or class status to the next. The pressure of the course and the constant worry about academics and leadership cause this outlook even in the most capable candidates. The commission, as the goal of each candidate as individuals and as a class, must be emphasized.

b. During the course, orientation becomes closely related to counseling, and like counseling, is a process which ends only at graduation. Throughout the course tactical officers must hold informal discussions and question-and-answer periods with the candidates regarding their coming transition to commissioned status. This is the climax of many weeks of demanding labor on the part of both candidate and tactical officer--the transforming of an officer candidate into an officer.

6. OBSERVATION

a. The basis for being an effective tactical officer is knowing what to look for in an individual and, most important, finding what is there to be found. Counseling and development are impossible without a base, and observations provide this base. Progress in all phases of development is a requirement. The process of observing a platoon of officer candidates is constant and time consuming. Observation cannot be confined to duty hours or to weekdays alone. All trends of performance and behavior in each candidate must be noted so that needed corrective action may be taken before serious problems arise. The tactical officer must observe candidates during weekends and evenings to detect those who can put on a good act during duty hours but who show different attitudes at other times.

b. In evaluating a candidate's leadership performance, the tactical officer must consider--

- (1) How well the job was performed (results obtained).
- (2) How the officer candidate accomplished the job.
- (3) The caliber of the candidates for, or under, whom the rated candidate is working.
- (4) Circumstances which may have affected the candidate's performance.

7. COUNSELING

a. Counseling, both formal and informal, is the heart of the tactical officer's job. The early detection of a candidate's weakness plus the indication to him of the means of improvement may produce another officer for the Field Artillery. The development of latent potentialities by wise counseling may result in the corps acquiring a superior officer instead of merely an average one. The counseling of both weak and strong candidates is valuable to the Services.

b. The several areas which fall generally under the heading of counseling are described below.

(1) Initial Interview. The first discussion of any length between a candidate and his tactical officer is the initial interview. Although not strictly a counseling period, this first private meeting can be very valuable to both. It allows the officer candidate to see his tactical officer as an individual and know that someone cares about his feelings and ideas. During this interview the officer must keep the atmosphere more relaxed than normal. His attitude and/or tone in asking questions may either relax the officer candidate or cause him to become tense and nervous to the point that he will not talk, making the interview worthless. A little humor during the interview may help to create a relaxed atmosphere. The tactical officer must never try to impress the candidate with war stories, belittle and/or degrade him in any way, or add to his feeling of frustration. It is better for an officer candidate to start out overly confident than overly frightened. In time he will realize the pressure that he is under, but if he is initially overwhelmed, he may never come out of his shell. During this interview the officer can learn several things about the candidate--more of his background, his willingness and ability to express himself, and his reasons for being a candidate. The tactical officer should read the candidate's autobiography and make necessary notes before the interview. The initial interview is a supplement to the autobiography and gives the officer a greater insight into the candidate with whom he is dealing. The officer should encourage the candidate to do most of the talking. The officer must be impartial and unbiased.

(2) Mandatory Counseling. During the 7th, 15th, and 20th weeks, each candidate must be counseled and informed of his progress and faults in a number of areas. Since the officer will discuss the candidate's overall progress at these times, it is necessary that he utilize all available information. Candidates will also be counseled at times designated on the training schedule and at other available times.

(3) Leadership Counseling. Counseling based on performance in leadership positions is very important to the candidate, and the tactical officer must be very specific. Observations made and noted must be numerous and detailed enough to provide a basis for an effective counseling period. Each candidate should be allowed to express himself during this period. Only a minimum benefit is gained by simply telling the candidate that a certain act or procedure was incorrect. In lieu of asking the candidate why he chose a course of action, bring up other courses of action and find out why he chose the one he did. When this procedure is used, the candidate will be more likely to see his error, to understand the tactical officer's recommendations, and to understand the corrective action he must take. Merely telling the candidate that he was wrong may not convince him and may leave unanswered questions, which can cause confusion. Being specific is of utmost importance in leadership counseling, because graduation is contingent upon the candidate's progress in leadership ability.

(4) Personal Problems. From time to time, candidates come to the tactical officer with problems of a personal nature: financial, marital and the like. Agencies and individuals who can help a person who needs help include chaplains on post, legal assistance officers, Red Cross, and Army Emergency Relief. The officer must be familiar with these agencies and should encourage candidates who have such problems to make him aware of them. In this way, action can be taken to alleviate a problem before it begins to affect the candidate's performance or attitude toward the officer candidate course of instruction. The tactical officer should keep his battery commander aware of such problems and keep himself informed of any problems which are referred to another individual or agency.

Note: Section IV of the HumRRO Report, Instructor's Guide to Performance of Counseling, dated September 1967, is required reading for all tactical officers. This report is on file at battalion and brigade headquarters.

8. CANDIDATE TRAINING

a. The actions of an officer candidate outside the Officer Candidate Brigade area are observed by many people. For this reason and to develop the habit of being correct, the performance and appearance of each member of the class must be above reproach.

b. The tactical officer is responsible for the actions of all members of the class. He must insure that they arrive at the proper training area on time and with the proper equipment. The tactical officer must know the locations of and the routes to the training areas, the times of arrival and departure, the vehicle and marching procedures, and the classroom procedures, and must insure that the candidates who are assigned command positions know these points.

c. The tactical officer must visit candidate training as often as his schedule will permit in order to check on the performance of his candidates. Once the class is in training, the principal instructor is responsible for the conduct of the class. The tactical officer should inform the class marcher, at breaks, of any deficiencies in candidate performance that are to be corrected.

9. PRESENTING INSTRUCTION

During the course, a number of classes are presented to the candidates by the Officer Candidate Brigade. Some of these classes will be the responsibility of the battery and will be presented by tactical officers. The tactical officer giving such a class must make every effort to present the material in the best possible manner. A tactical officer may also give physical training and dismounted drill classes early in the course. This will demonstrate to the candidates that the tactical officer is experienced and competent in the various duties of a junior officer and is able to effectively critique the classes that will be presented by the candidates later in the course. This will be one of the first instances of a tactical officer's setting the example for the candidates.

10. INSPECTIONS

Inspections of barracks are conducted almost daily by the battery commander and/or tactical officer. Inspections in ranks and standby inspections in barracks are conducted when the schedule permits and at the discretion of the battery commander. Standards must be very high and inspections must be as detailed as time will allow. Standards must be uniformly presented and explained to the candidate so that he has no doubt as to what is expected of him.

11. REFERENCE FILE

Tactical officers will set up and maintain a file of OC Bde, USAFAS memorandums relating to candidate performance of duty. Once the file is set up, the OC forward observer will use this file as a reference in his daily activities. Current recommended memorandums include the following:

Memo 1-13	Candidate Duty Officer
Memo 1-15	Service Calls
Memo 10-2	Officer Candidate Battalion and Battery Positions
Memo 28-2	Duties of the Table Commandant
Memo 40-3	Prevention of Heat Casualties
Memo 40-29	Prevention of Cold Injuries (C 1)
Memo 115-12	SOP for Handling Severe Weather Warnings
Memo 210-6	Physical Security and Fire Guard Regulations
Memo 210-10	Bulletin Boards
Memo 350-5	Physical Training

Memo 350-16	Turn-In of Texts and Instruments (C 1)
Memo 380-2	Weapons
Memo 381-12	SAEDA
Memo 385-10	Accident Prevention Program and Reporting of Accidents
Memo 420-1	Conservation of Utilities
Memo 420-2	Self-Help Maintenance and Repair Program
Memo 750-1	Small Arms Maintenance

Section III. PROCESSING

12. GENERAL

The first few weeks of training for new officer candidates are extremely important. It is during this period of time that new officer candidates are introduced to a new environment. Some are young, apprehensive, and inexperienced whereas others may have considerable experience. It is absolutely essential for tactical officers to be well organized in the tasks that are to be accomplished so that an immediate favorable impression of the tactical officers and the Officer Candidate Brigade is created.

13. ITEMS TO BE ACCOMPLISHED PRIOR TO THE ARRIVAL OF CANDIDATES

The following must be accomplished prior to the arrival of new candidates:

- a. Have middle and upper class candidates set up houses for the scheduled input.
- b. Make arrangements with the manager of Post Exchange Number 6 for candidates to make purchases.
- c. Coordinate the issue of equipment to candidates from the S4 to include brass and class guidon.
- d. Obtain log books (FM 6-230) from the Resident Instructional Material Supply Section (RIMSS), ODOL, building 208.
- e. Check the training schedule for the first weeks' activities to insure that all classes are arranged. Square with the battalion S3.
- f. Insure that all files will be set up by Tuesday of the second week, to include candidates' 201 files, index cards, and necessary forms (obtained from the brigade message center).
- g. Pick up orientation material from the brigade S4 (XO).
- h. Square the first-week training schedule with the battalion S3 (XO).
- i. Obtain interview forms from the battalion S1. Set up interviews for Thursday, Friday, Saturday, and Sunday (BC).
- j. Coordinate the time and place for receipt of new candidates from headquarters and headquarters battery (XO).

14. FIRST WEEK

- a. Sunday.

(1) All new candidates will report directly to the Officer Candidate Brigade upon arrival at Fort Sill. Most will arrive on Sunday of the first week but a few will arrive earlier.

(2) The tactical officers are responsible for the proper supervision and the processing of the class in accordance with the published training schedule and instructions by the battery commander. They will process new candidates and assign them to platoons, an equal number per platoon, by grade, college option, etc.

(3) Tactical platoon leaders will screen all officer candidates on Sunday. If a candidate indicates an apparent lack of motivation, he will be referred to the battery commander.

(4) Class A uniforms will be inspected for proper fit and deficiencies will be reported to the battery commander.

b. Monday.

(1) A check will be made for clothing shortages. Arrangements must be made for transportation to the Quartermaster Sales Store for candidates who have shortages. The tactical representative must be at the loading point on time.

(2) New officer candidates should be instructed on reporting procedures, standing at attention (brace), saluting, the correct wearing of the uniform, dropping procedures (pushups), etc. Dropping procedures should be instructional rather than punitive.

(3) Tactical officers must closely supervise the duties that are required to be accomplished in the evening hours during the first week.

(4) The following is a partial list of written material to be issued to each new officer candidate:

- (a) Standing Operating Procedures for Officer Candidates.
- (b) Interior Guard Instructional Note, OC 0.
- (c) Dismounted Drill Method of Instruction, OC 2.
- (d) Officer Candidate Information booklet.
- (e) Officer Student Guide.
- (f) The OCS Honor System.
- (g) The Army Personal Affairs Handbook, DA Pam 608-2.
- (h) Your Career as an Army Officer.
- (i) Credit--Master or Servant, DA Pam 360-520.
- (j) Autobiography.

15. BRIGADE COMMANDER'S ORIENTATION

a. The Brigade Commander's orientation will be held on Wednesday of the first week.

b. The battery commander will insure that all platoon leaders and the first sergeant are present if available. All personnel, to include officer candidates, will be in their class A uniforms. Officer candidates will wear OCS brass.

c. The control battery commander will brief and instruct the candidate whose name appears last alphabetically on the class roster on the acceptance of the class guidon.

d. Officer candidates will direct their attention to the speaker. They may sit in reasonably comfortable positions, but under no conditions will they slouch in their chairs. No sleeping will be tolerated. Candidates will be instructed to operate on the buddy system and keep each other awake.

16. BATTALION COMMANDER'S ORIENTATION

The battalion commander's orientation will be held during the first week. All instructions given in paragraph 15b and d pertain to the battalion commander's orientation.

Section IV. TRAINING

17. GENERAL

a. Contact between officers and candidates at the Officer Candidate Brigade provides training. Since candidates usually have limited military experience, they normally emulate the conduct of the officers they see. If the officers exhibit proper conduct, desirable results will be achieved in the candidates. Therefore each officer must take special pains to demonstrate the qualities that are acknowledged to be desirable in a military leader, such as good bearing, appearance, judgment, poise, responsibility and integrity. It should also be emphasized that the officer has a similar responsibility to the enlisted cadre of this organization.

b. The USAFAS and Officer Candidate Brigade provide opportunities for leadership evaluation at practical exercises and field problems that should not be overlooked. Varied observations enable the tactical officer to make a more comprehensive evaluation of the candidate.

18. CADRE INSTRUCTION

Part of the USAFAOC Brigade instruction, as outlined in the current POI, is conducted by tactical officers for all candidate classes. Batteries are responsible for appointing officers to teach these classes. A list of classes that are the responsibility of the tactical staff is shown in appendix F.

19. CANDIDATE INSTRUCTION

a. Candidates should be utilized as instructors, whenever possible, in order to give them experience and to provide the tactical officers with opportunities for observation.

b. At the discretion of the tactical officers, upper class candidates can be utilized as instructors in physical training for the lower classes of their battery. This affords valuable instructor training to upper class candidates. When schedules permit, upper class candidates can also be used as evaluators at drill and ceremony and PT classes.

20. LAYER SYSTEM

a. The layer system provides a large portion of the training in military discipline.

(1) During the lower class phase, a candidate is constantly corrected by the upperclassmen of his battery.

(2) During the middle and upper class phases, the candidate is charged with the indoctrination and training of the lower class candidates of his battery. During these phases he is under less supervision and gains responsibility in the correction of the lower class candidates.

(3) In the upper class phase, the candidate occupies leadership positions in the battery and battalion chains of command. Though the tactical staff supervise the upperclassmen, the upperclassmen's responsibilities are greatly increased.

b. Through the layer system the candidate becomes disciplined and experienced in command.

21. ATTENDANCE BY TACTICAL OFFICERS DURING USAFAS AND USAFAOC BDE INSTRUCTION

Tactical officers are normally present throughout USAFAS and Officer Candidate Brigade instruction, where there is the opportunity to observe demonstrated leadership by the officer candidates. It is recommended that tactical officers make frequent short visits to classes. When instruction is held under uncomfortable conditions (poor weather, etc.), tactical officers will set the example by their presence. In all cases tactical officers must attend sufficient instruction to be thoroughly familiar with the conduct of the class. The requirements set forth above are the minimum requirements for attendance at instruction. In addition, tactical officers observe formations in the OC Brigade area. The battalion commander will insure that at least one tactical officer is present at the following periods of instruction:

- a. Command information.
- b. Leadership reaction course.
- c. Physical training.
- d. Drill and ceremony.
- e. Interior guard.
- f. Brigade Commander's orientation.
- g. Battalion Commander's orientation.
- h. Upper class orientation.
- i. USAFAS classes wherein candidates occupy leadership positions (appendix G).
- j. Classes taught by USAFAS on a random basis; i. e. , gunnery, tactics, etc.
- k. OC 501 field problem.
- l. Graduation briefing.
- m. All others as directed by the battery commander.

22. HONOR

a. Special importance is placed on the training of officer candidates in honor. Each candidate must know that he is expected to be completely honorable and ethical in all matters. Regardless of how exemplary a man may be in other good qualities, if he does not possess honor, he does not qualify as an officer.

b. The first honor lecture will be given during the first week.

c. Tactical officers must be familiar with the Honor Code SOP and the paragraphs on honor in The Officer's Guide. The Honor Code and system belong to the candidates, not the cadre. The Honor Code and system will not be utilized by any officer against the candidates. No tactical officer will force a candidate, particularly a deficient one, to violate the Honor Code and thereby gain his relief. Tactical officers will report violations to the tactical battalion Honor Code advisor.

23. MILITARY LEADERSHIP TALKS

Tactical officers and battery commanders must insure that the officer candidates are continually made aware of the standards required of them in military leadership. Officer candidates can achieve this awareness by making mistakes and being corrected, but they will learn faster if they are properly instructed. The battery commander will inform new classes of the standards required in short talks during unscheduled time, which will supplement the normal performance of the tactical officers. It is suggested that in these talks the following points be discussed:

a. Leadership characteristics.

b. The class system.

c. Records of previous officer candidates, particularly those who were relieved or turned back.

d. Designation of distinguished graduates.

e. Eligibility for Regular Army commissions.

24. DRILL AND CEREMONY AND PHYSICAL TRAINING

a. A considerable portion of the tactical officer's time will be spent in observing, evaluating, and instructing the officer candidates in drill and ceremony and physical training. The tactical officer must be thoroughly familiar with the contents of all Army publications on these subjects and have them readily available as a reference for interpretations on the finer points of drill and ceremony and physical training.

b. Each class will conduct a physical training program from 1815 to 1900 hours, if this time is not required for other formations or classes.

c. Additional physical training should be of a calisthenic nature.

d. At no time will capricious, extra on-the-spot physical training be given.

e. T-shirts will not be removed at any physical training class.

f. During the first 4 weeks, candidates will be brought along gradually until they have become well indoctrinated in the physical training program.

25. CLASS SCHEDULE

a. All tactical officers will check the training schedule for their classes immediately upon receipt from the battalion S3. The immediate reporting of all discrepancies to the battalion S3 will insure that minor conflicts are corrected in the weekly schedule change. Officer candidates must be informed of all training schedule changes.

b. Particular attention should be paid to periods of instructions when examinations are scheduled. Emphasis should be placed on having all candidates take the examination. For those candidates not examined at the regularly scheduled examination, requests for makeup will be processed through the battalion S3 the same day.

Section V. STANDARDS FOR CANDIDATES

26. GENERAL

High standards of academics, leadership, and physical proficiency are expected of each officer candidate. Any officer candidate failing to meet these standards may accept voluntary action or appear before the Faculty Board by reason of his deficiency. Any officer candidate who is deficient will be put on probation. (See OC Brigade Memorandum 1-1.)

27. CONDUCT

a. Any officer candidate whose conduct indicates a lack of the qualities necessary in an officer may be relieved.

b. Commanders are limited in the punishment they may award for a single instance of misconduct as stated below.

(1) Battery commanders are authorized to award punishments for disciplinary violations for all classes of offenses listed in Section XIII. The following punishments are authorized:

	<u>Battery CO</u>
(a) Demerits	As per SOP
(b) Disciplinary tours	4
(c) Restriction	4 weeks

(2) The battalion commander is authorized to award punishment for all classes of offenses as listed in Section XIII. The following punishments are authorized:

	<u>Battalion CO</u>
(a) Demerits	Unlimited
(b) Disciplinary tours	6
(c) Restriction	6 weeks

28. PHYSICAL PROFICIENCY

Any officer candidate who receives a raw score below 300 on a physical combat proficiency test is considered to be deficient in physical proficiency and will be retested within 10 days after failing the test. He will also be required to attend extra physical training on Sundays to practice in the individual events he failed. Officer candidates must have passed two tests with a minimum score of 300 to be eligible for graduation.

29. LEADERSHIP

Any officer candidate who falls below the 70.00 line of the order of merit is considered to be deficient in leadership. Order of merit standings will be converted to numerical grades in the 22d week and added to the overall academic average. Officer candidates must achieve a percentile of 70 in leadership to be eligible for graduation.

30. STUDENT RATINGS

Student ratings are due in the 7th, 15th, and 22d weeks. Candidates must achieve a percentile of 70 to be eligible for graduation.

31. ACADEMICS

a. Grades on practical exercises and examinations will be sent by the instructors through normal channels to the Academic Records Division, Officer Candidate Brigade. The division will forward a copy of the grades to the unit concerned.

b. To graduate, a candidate must attain a percentile of 70 in academics.

c. A candidate who is deficient in academics will be placed on probation. A candidate deficient at the end of the 7th, 15th, or 22d week may take voluntary action or may be referred to the Faculty Board. Deficiency is determined as follows:

(1) A candidate in the lower class phase is considered to be deficient if his academic average in any subcourse is 72 or below.

(2) A candidate in the middle or upper class phase is considered to be deficient if his academic average in any subcourse is 70 or below.

d. When a candidate is referred to the Faculty Board (OC Bde Memo 1-1)--

(1) The battery and battalion commanders will furnish the Faculty Board their appraisals of the candidate's leadership potential in writing. They will also make appropriate recommendations for turnback or for relief from the school.

(2) The tactical platoon leader will be available to appear before the Faculty Board.

(3) The battalion commander will furnish the candidate's complete record to the Faculty Board.

32. GRADUATION REQUIREMENTS

a. An officer candidate will be commissioned upon successfully completing the prescribed course under the following criteria:

(1) Academics. The candidate has a passing average (70 percent or higher) in each of the following subcourses: Artillery Transport, Communications/Electronics, Target Acquisition, Map Reading, Officership subjects, Tactics and Combined Arms, RSOP, Military Law/Speech/Common Subjects, Firing Battery, Fire Direction, and Observed Fire.

(2) Leadership. The candidate has an average of 70 percent or higher in the tactical officer evaluation and peer evaluation (SRF's).

(3) Moral Character. The candidate is adjudged to have the high moral character necessary to be a commissioned officer.

(4) Medical. The candidate has successfully passed the USAR physical examination.

(5) Physical Fitness. The candidate has scored at least 300 on two PCPT tests administered in the OC Brigade, one of which must have been in the last 7 weeks. Exception to this requirement may be made for medical reasons, provided the candidate has at least one satisfactory PCPT on his record.

b. The following weights are applied in determining a grade for the course:

		<u>Grade Weight</u>
(1) Leadership and SRF's	50 percent	500
(2) Academics	50 percent	<u>500</u>
	Total	1000

33. DISTINGUISHED GRADUATES AND HONOR GRADUATE

a. The honor graduate of a class is that candidate who achieves the highest overall average, based on academics, leadership, and SRF's. The honor graduate is awarded the class guidon for his achievement.

b. Distinguished graduates are selected from the top 10 percent of each class by a board of officers.

34. COMMANDANT'S LIST

a. The Commandant's List is a means of granting recognition to candidates who excel in all phases of the officer candidate program.

b. A candidate selected for the Commandant's List must--

- (1) Be in the top 10 percent of his class.
- (2) Have completed the eighth week of the officer candidate course.
- (3) Not be undergoing special category punishment.

c. The battalion commander is responsible for determining those officer candidates who meet the criteria in b above and for placing them on the Commandant's List on a weekly basis.

d. Officer candidates who are so recognized will be identified by a white stripe on their red or green status tab. They also will be awarded the following privileges:

(1) Upper class.

(a) Exemption from study hall.

(b) Overnight pass. Candidates must be present for reveille and must continue to execute their responsibilities for the leadership positions occupied.

(2) Middle class.

(a) Exemption from study hall.

(b) On-post weekday pass privilege. Candidates must return to the battery NLT 2400 hours and must continue to execute their responsibilities for the leadership positions occupied.

Section VI. EVALUATION

35. GENERAL

a. Importance. The most important duty of a tactical officer is to evaluate accurately the candidates in the class under his supervision. A candidate who graduates from OC Brigade, USAFAS, must be qualified to serve in combat as a field artillery officer. Such an officer requires both leadership ability and technical knowledge. A candidate qualified in only one of these fields fails to meet the required standards and the tactical officer must continually measure his candidates by the "yardstick." The loss of a candidate affects chiefly one individual, whereas the retention of one incompetent officer may be disastrous to many. Final doubts must be resolved in favor of the Service.

b. Methods. The primary methods of evaluating candidates are observation reports and periodic student rating forms. The tactical officer's observations are supplemented by the observations of instructors and candidates. It is essential that the rating of candidates be absolutely unbiased. Personal feelings cannot be allowed to influence the evaluation. Any tendency on the part of the tactical officer to formulate, in the early part of the cycle, certain positive conclusions as to the candidates he has observed and thereafter subconsciously seek out a means of proving his point must be avoided.

36. OBSERVATION REPORTS

Observation reports provide a description of a candidate's performance in his leadership assignments. As such, they provide written evidence of a candidate's strong and weak points. Observation reports are confidential and will be made on FS Form 265-R (appendix A). A general observation report may be submitted at any time by any tactical officer or instructor or by a candidate of equal or senior rank to the candidate being evaluated. Observation reports provide a good basis for counseling by the tactical officer.

37. STUDENT RATING FORMS

Instructions for the preparation of student rating forms are given in appendix A.

Section VII. FILES

38. GENERAL

The purpose of the files described in this section is to provide the tactical officers with a record on each candidate and a convenient reference to lesson plans, training procedures, policy, and administration.

39. INDIVIDUAL CANDIDATE FILES

a. A file will be maintained on each officer candidate in the order indicated in appendix A.

- (1) Student Rating Form, FS Form 195-R.
- (2) Observation Report-Tactical Officer, FS Form 265-R.
- (3) Data Sheet, FS Form 288-1-R.
- (4) Record Sheet I, FS Form 288-2-R.
- (5) Record Sheet II, FS Form 288-3-R.
- (6) Counseling Record, FS Form 288-4-R.
- (7) Tactical Officer's Progress Summary, FS Form 288-5-R.
- (8) Observation Report-Dismounted Drill/Physical Training, FS Form 619-R.
- (9) Autobiography, FS Form 290-9.

(10) Disposition Form for Personnel Action (requests for voluntary relief, voluntary turnback, and/or administrative hold and/or disciplinary actions).

b. The file folder of each candidate is kept in the battery until the class has graduated and then is forwarded to the Academic Management Branch. If a candidate is relieved, the file is forwarded to the Academic Management Branch immediately.

40. PUBLICATION FILES

a. Tactical officers will maintain current issues of--

- (1) Standing Operating Procedure for Officer Candidates.
- (2) Tactical Officers Guide.
- (3) CONARC Reg 350-11.
- (4) OC Bde memorandums.

b. Additional information and changes must be posted promptly in appropriate files.

41. CHARTS

Records of delinquencies and roster of battery assignments charts are to be maintained by the tactical platoon leader.

42. LESSON PLANS

Copies of the lesson plan files listed below are to be maintained in each battery for use by the tactical officers.

- a. OC-8, Drill and Command.
- b. OC-14, Drill and Command.

- c. OC-22, Drill and Command.
- d. OC-38, Ceremonies.
- e. OC-42, Inspections.
- f. OC-412, Officer Indoctrination Seminar.
- g. OC-604, Command Information.
- h. OC-701, Leadership Orientation.
- i. OC-706, Student Ratings.
- j. OC-707, Leadership Seminar.
- k. OC-801, Officer Candidate Command Organization.
- l. OC-803, SOP Orientation.
- m. OC-806, Battalion Staff Orientation.
- n. OC-851, Introduction to Honor Code.
- o. OC-852, The Honor Code.

Section VIII. BOARDS

43. FACULTY BOARD

a. The Brigade Commander will appoint a Faculty Board. (See OC Brigade Memorandum 1-1.) The board will make recommendations to the Brigade Commander concerning the disposition of candidates who are deficient in academics, leadership, SRF's, or the overall officer candidate course at the end of the 7th, 15th, and 21st weeks. The tactical platoon leader(s) and officer candidate(s) concerned will be available to appear before the board on an on-call basis. If appropriate, a meeting of the Faculty Board will be held at the termination of the OC 501 field problem.

b. The tactical officer will prepare the following documents for submission to the Faculty Board:

- (1) Candidate 201 file with up-to-date entries.
- (2) FS Form 288-R series with up-to-date entries.
- (3) Current progress report with a listing of all exams.
- (4) Any other necessary documents.

44. BOARD OF REVIEW

The Board of Review (OC Bde Memo 1-1) will make recommendations to the Brigade Commander or the Deputy Brigade Commander concerning the disposition of candidates who are deficient in an academic subcourse, leadership, SRF's, or the overall candidate course

and who have been submitted for relief or turnback at a time when the Faculty Board is not scheduled to meet. The tactical officer will prepare the documents listed in paragraph 43b(1) through (4) for submission to the Board of Review.

45. DISTINGUISHED MILITARY GRADUATE BOARD

a. The purpose of the Distinguished Military Graduate (DMG) Board is to consider all officer candidates recommended by the Brigade Commander to be selected as honor and distinguished graduates of the Officer Candidate School. The board will consist of three field grade officers. The senior officer present will act as president of the board.

b. The selection of the honor and distinguished graduates of each class is an important function. An officer candidate who attains this status has an excellent opportunity to be commissioned in the Regular Army. The criteria for the selection of distinguished military graduates are outlined in AR 601-100. All candidates considered must be in the upper 10 percent of the final combined standing of the class. Eligible candidates of each class will appear before the DMG Board for consideration, with a recommendation for award or denial by the tactical battery commander. Each recommended officer candidate's complete record file (para 43b) will be submitted to the DMG Board.

Section IX. TRANSFERS, RELIEFS, TURNBACKS, AND ADMINISTRATIVE HOLDS

46. TRANSFERS

A candidate may be transferred to another school under the provisions of paragraph 6-6d(2), AR 350-50.

47. RELIEFS

A candidate will be considered for relief from the Officer Candidate Brigade under the provisions of paragraph 6-6b, AR 350-50. The request/recommendation for relief may be voluntary (candidate requests) or involuntary (battery commander recommends without regard to candidate's desire). Each request/recommendation will be judged on its own merits. The Commanding Officer, Officer Candidate Brigade, USAFAS, is the approving authority on reliefs and on actions of the Faculty Board. The Assistant Commandant, USAFAS, is the appeal authority. A candidate may appeal the decision of the Brigade Commander on involuntary relief or of the Faculty Board actions. The Assistant Commandant's decision concerning the appeal is final. Turnback in lieu of relief may be recommended for or awarded to a candidate who has demonstrated the capability for overcoming the problem which led to the consideration of relief. Turnback in lieu of relief will be considered only for candidates who have academic deficiencies, leadership deficiencies, or disqualifying physical defects (if of a temporary nature) or for compassionate or hardship reasons.

a. The following applies only to those candidates subject to relief because of academic and leadership deficiencies.

(1) A candidate's academic and leadership performance is continuously reviewed. A candidate demonstrating deficiencies in leadership or in any academic subcourse will be considered for relief from the officer candidate program. A deficient candidate who nevertheless demonstrates by his overall performance a potential for successfully completing the course may be turned back or allowed to continue in the course. A candidate will be allowed only one turnback for academic or leadership deficiencies. A turnback will normally not exceed four classes.

(2) A failing grade on an examination may be sufficient grounds for turnback or relief if the candidate's overall subcourse average is below 70 percent. A candidate with a failing average in any subcourse will be placed on academic probation until such time as his average becomes satisfactory or he is turned back or relieved. Four continuous weeks of academic probation for the same subcourse is prima facie cause for relief or turnback.

b. A candidate may request relief or turnback for cause at any time after enrollment except that a candidate will not be relieved during the first 7 weeks for personal reasons.

c. The battery commander may recommend a candidate for relief or turnback for cause anytime during the course. The battery commander will counsel all candidates requesting voluntary relief to determine if the reasons for the request are valid and if the problem causing the request can be overcome by other means; i. e., turnback, legal advice, etc.

d. The grounds for relief under the provisions of paragraph 6-6b, AR 350-50, are as follows:

- (1) Disciplinary reasons.
- (2) Academic deficiencies.
- (3) Disqualifying physical defects.
- (4) Deficiencies in leadership.
- (5) Compassionate or hardship reasons.
- (6) Security reasons.
- (7) Lack of motivation.
- (8) Falsification or omission of facts on application.
- (9) Lack of adaptability.
- (10) Honor Code violations.
- (11) Misconduct.
- (12) Personal reasons of a candidate, provided the candidate has completed at least 7 weeks of the course.

48. TURNBACKS

a. The Commanding Officer, Officer Candidate Brigade, is the approving authority on turnback recommendations of the Faculty Board. The Deputy Brigade Commander is the approving authority for all other turnbacks. A candidate may appeal a decision for involuntary turnback. The Brigade Commander's decision concerning the appeal is final.

b. Administration procedures for voluntary turnbacks are as follows:

(1) The request/recommendation for turnback will be forwarded to the battalion commander in two copies. The request for turnback will be supported by the following documents:

- (a) Candidate 201 file with up-to-date entries.

- (b) FS Form 288-R series with up-to-date entries.
- (c) Current progress report with a listing of all exams.
- (d) Any other necessary documents.

(2) If the battalion commander recommends that the candidate be turned back, he forwards his recommendation to the Deputy Brigade Commander. If the battalion commander recommends that the candidate be relieved, he forwards his recommendation to the Brigade Commander.

c. The tactical officer should counsel the candidate who is turned back prior to sending the candidate to another battery. The losing tactical officer should brief the gaining tactical officer on the past record of the candidate concerned. The gaining battery commander and tactical officer will counsel the candidate within 48 hours of turnback.

49. ADMINISTRATIVE HOLD

a. Policy.

(1) If a candidate is absent from class for five or more consecutive days, he will be considered for administrative hold. Administrative hold may be voluntary (candidate requests) or involuntary (battery commander recommends without regard to candidate's desire). The battalion commander is the approving authority for administrative holds.

(2) Each case will be considered on its own merits.

(3) If a candidate has been on administrative hold for 45 days for medical reasons and cannot be returned to class, he will be relieved for disqualifying physical defects.

b. Procedures. The request/recommendation for administrative hold will be forwarded to the battalion commander in two copies. The battery commander's resume will include--

(1) The circumstances surrounding the case to include any documents available to support the request/recommendation.

(2) Examinations and instruction that the candidate has missed and probably will miss.

c. Disposition.

(1) When a candidate is put on administrative hold--

(a) He will be notified by his battery commander.

(b) The Brigade Academic Management Branch will be notified by the battalion adjutant.

(c) Responsibility for all administrative matters pertaining to the candidate will be assumed by the battalion.

(d) Arrangements will be made by the battalion commander to care for the candidate's personal belongings, field gear, etc., if the candidate is absent at the time he is put on administrative hold.

(e) He will be billeted by headquarters battery in the holding detachment and may be used on work details from his battalion as determined by the headquarters battery commander.

(2) When a candidate is taken off administrative hold, he will be turned back to the appropriate class in accordance with paragraph 5-3 of OC Brigade Memorandum 1-1.

(3) If a candidate is still on administrative hold when his class graduates, he will be turned back, in accordance with paragraph 5-3 of OC Brigade Memorandum 1-1, on the basis of his current status.

50. APPEALS

The Brigade Commander will interview each officer candidate who appeals involuntary relief or turnback prior to taking final action or forwarding the case to the Assistant Commandant, USAFAS.

Section X. EXAMINATIONS

51. GENERAL

a. All examinations are scheduled through and under the direction of the Operations Division, Office of the Director of Instruction. All the necessary information pertaining to the place, date, and time of the examination and study references, etc., appear on the student training schedule published weekly by the Operations Division.

b. The Brigade S3 will send sufficient copies of the student training schedule to the appropriate battalion S3.

c. The Brigade Academic Management Branch will maintain an up-to-date listing of all examinations.

52. SCHEDULE OF EXAMINATIONS

The schedule of examinations will be prepared by the Brigade Academic Management Branch for each class. The schedule of examinations will be used--

a. By battalion and battery commanders when reviewing candidate's records for turnback.

b. By battalion and battery commanders to insure that candidates are not required to take an examination if they have not attended all of the instruction with the class to which the examination is administered.

c. By the candidates so that they will know when an examination is to be given.

53. EXCUSES FROM EXAMINATION

a. Battery commanders will submit to the Brigade S3, through battalion S3's, a report of absentees on the day of each examination. The report will include the name, class and battery, roster number, reason for absence, and request for makeup if considered necessary. Brigade S3, Scheduling Branch, will schedule all makeup examinations.

b. The battalion commander will determine if an absence is to be excused. Excused absences include sick call, emergencies, and interviews with the Brigade Commander or Deputy Brigade Commander.

c. A candidate may be excused from instruction and/or an examination for the purpose of taking any portion of his flight physical.

54. MAKEUP EXAMINATIONS

a. When an academic department recommends a makeup examination, the battalion S3 will coordinate arrangements for the makeup examination with the Brigade S3 Scheduling Branch.

b. Makeup examinations should be scheduled within 24 hours after the original examination.

55. RELEASE OF STUDENT GRADES AND CLASS STANDINGS

Agencies outside the USAFAS will not be informed of overall class standings. Only information as outlined below will be released.

a. ADP, Academic Records, USAFAS, is responsible for providing the machine-run grade slips and resume section.

b. Officer Candidate Brigade, Academic Management Section will--

(1) Distribute grade slips to batteries.

(2) Publish and distribute overall standings.

c. Candidates will be advised of their class standings, SRF's, leadership, academics, and overall progress at any time. They will also be told their numerical score if they inquire.

Section XI. OFFICER CANDIDATE PASSES

56. GENERAL

Weekend passes should be considered as a privilege which may be granted to the officer candidate. The candidate should come to know that he will receive a weekend pass if he does not accrue excess demerits or otherwise fall short in the conduct expected of an officer candidate. At any time that an officer candidate fails to meet the necessary standards which would authorize him a weekday or weekend pass, the tactical officer should inform the candidate of his shortcoming(s).

57. POLICY

a. An Armed Forces Liberty Pass (DD Form 345) is prepared for each candidate. Passes are kept in the pass box in the orderly room. When a candidate is given permission to leave the area, he will go to the orderly room and obtain his pass. Permission to leave the area during duty hours will be obtained from the tactical first sergeant. Permission to leave the area during off-duty hours will be obtained from the tactical battery commander. A candidate must have his pass or a DA Form 31, Request and Authority for Leave, in his possession whenever he departs Fort Sill.

b. When on an ordinary pass, a candidate may not travel beyond 50 miles from Fort Sill. (Wichita Falls is considered to be within the 50-mile limit.) When on a special pass, a candidate may not travel beyond 100 miles from Fort Sill. (Oklahoma City is considered to be within the 100-mile limit.) Locations that are more than 100 miles from Fort Sill may be visited on leave status only. Leaves will not be granted during the course except for

emergencies verified by the Red Cross or as authorized by the tactical battery commander. Permission to go on pass obligates the candidate to insure punctual return.

c. When a candidate leaves the officer candidate battalion or brigade area except in a scheduled formation, he will sign out on the register in the battery orderly room. Without exception, a candidate will personally sign out and sign in.

Section XII. RESIGNATIONS

58. GENERAL

Because of the expense involved in bringing officer candidates to the Officer Candidate Brigade and initiating their training and because of the Department of Army requirement for qualified field artillery officers, it is desirable to hold resignations to a minimum. On the other hand, much time and effort can be wasted at the Officer Candidate Brigade by holding an obvious misfit in the school against his wish. The policy outlined in paragraph 59 is intended to strike an efficient balance between a policy of unrestricted resignations and a policy of no resignations.

59. POLICY

a. Resignation will in no way be advertised to officer candidates by officers in the Officer Candidate Brigade.

b. Obvious misfits, candidates with unusual reasons for resignation, and candidates of particularly low motivation, whose attitudes might be harmful to the class as a whole, may request relief from the Officer Candidate Brigade at any time; upon the recommendation of the battery commander, their requests will be processed as expeditiously as possible.

c. Requests for relief from the Officer Candidate Brigade from candidates who appear, to the tactical officers and battery commanders, to be potential officer material lacking only in complete motivation will be delayed at least 1 week after the request is initiated before leaving the battery. A definite program of education must be continuous to prevent officer candidates from resigning in the early stage of the course.

d. All candidates requesting relief will be advised not to let down in their work. Upon initial request for relief from an officer candidate, the tactical officer will thoroughly interview the officer candidate to determine his motive for resigning. The battery commander should then interview the candidate. In these interviews the officers should point out to the candidate the advantages to be achieved by the officer candidate in remaining in the Officer Candidate Brigade, painting the most favorable picture possible in order to create doubt in the mind of the officer candidate about his decision to resign.

e. If the officer candidate's conviction to resign waivers during these interviews or if the battery commander considers him to be salvageable material, the battery commander will advise the officer candidate to reconsider carefully his decision for a period of 1 week and to report to his tactical officer at the end of that time. During this week, the tactical officer and the battery commander will closely observe the potential resignee in order that they may resolve any doubts of the candidate's attitudes and abilities. At the conclusion of the 1-week waiting period, they will again interview the candidate. If the officer candidate remains fixed in his desire to resign and the battery commander is convinced of the finality of the case, the officer candidate's request for relief, with indorsement, will be forwarded to the battalion commander.

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Section XIII. TABLE OF DELINQUENCIES AND DEMERITS

60. GENERAL

Delinquencies are normally classified according to the degree of seriousness of the offense. Examples of offenses in each class of delinquency are shown in paragraphs 61 through 63. These may be used as a guide in assessing demerits. This is not a complete list of offenses.

61. CLASS I OFFENSES

Class I offenses are normally those for which trial by court-martial or relief from OCS is indicated or those for which seven or more demerits, a maximum of six disciplinary tours or jark marches, and/or 6 weeks of category IV restriction may be assessed. Examples of class I offenses are shown in a through m below.

- a. Conduct reflecting discredit on the military service and/or the Officer Candidate Brigade.
- b. Violation of restriction.
- c. Insubordination.
- d. Giving of bad checks.
- e. Deliberate neglect of a prescribed duty or absence from a prescribed place.
- f. Traffic violations.
- g. Failure to properly register a privately owned vehicle.
- h. Public drunkenness.
- i. Loss of, willful damage to, or neglect of Government property.
- j. Trafficking in liquor.
- k. Hazing. Hazing is the unauthorized assumption of authority by one candidate over another candidate whereby the latter shall (or may) suffer (or be exposed to) any cruelty, indignity, humiliation, hardship, or oppression, or the deprivation or abridgement of any right, privilege, or advantage to which he is legally entitled.
- l. Visiting off-limits areas or installations.
- m. Violation of a direct order.

62. CLASS II OFFENSES

Class II offenses are normally those for which three to six demerits, a maximum of four disciplinary tours, and/or 4 weeks of category IV restriction are assessed. Examples of class II offenses are shown in a through w below. (The number in parentheses indicates the maximum number of demerits which may be assessed.)

- a. Repeated minor offenses (6).
- b. Rusty weapon (6).

- c. Rusty equipment (e. g. , steel helmet, entrenching tool, mess kit) (6).
- d. Corroded canteen or mess equipment (4).
- e. Slightly rusty equipment (4).
- f. Concealment of articles from inspection (5).
- g. Unintentionally rendering an incorrect written report (2).
- h. Failure to properly fill out a machine-graded test sheet (6).
- i. Footlocker not ready for inspection (3).
- j. Use of vulgar or obscene language (3).
- k. Unnecessary remarks to a tactical or candidate officer (6).
- l. Sleeping or apparently sleeping in class (6).
- m. Inadequate personal hygiene (3).
- n. Chewing gum in public (3).
- o. Improper conduct in ranks (3).
- p. Improper classroom procedure (6).
- q. Clothing or equipment in need of repair (3).
- r. Late to formation or class (4).
- s. Footlocker not secure (6).
- t. Cube area not ready for inspection (6).
- u. Failure to--
 - (1) Turn in class A pass (3).
 - (2) Lock barracks doors (3) or arms racks (6).
 - (3) Salute (3).
 - (4) Sign out or in (6).
 - (5) Carry prescribed equipment (6).
 - (6) Double time in OC Bde area as prescribed (3).
 - (7) Secure valuables in footlocker (6).
 - (8) Secure individual weapon in arms rack (6).
 - (9) Carry instructional material to class (6).

(10) Know or comply with standing orders (4).

(11) Carry out prescribed duties (4).

(12) Correct noted deficiencies (4).

v. Other offenses not as serious as class I offenses but which are prejudicial to good order and military discipline.

w. Violation of OC Bde fire regulations (6). The following are examples of fire hazards:

(1) Smoking within 50 feet of paint lockers.

(2) Keeping paint or other combustibles (paste wax, spray wax, gasoline, kerosene, oil, etc.) in footlocker.

(3) Broken plugs or socket boxes.

(4) Failure to use ashtray or butt can.

(5) Smoking 30 minutes prior to lights out or vacating the barracks.

(6) Frayed electrical cord.

(7) Use of wire to secure electrical cords.

(8) Broken light bulb.

(9) Matches in hanging display or footlocker.

(10) Trash accumulation anywhere.

(11) Smoking in the presence of flammables.

(12) Operation of electric or flame-producing elements in the presence of flammable vapors.

(13) Smoking in bed.

63. CLASS III OFFENSES

Class III offenses are normally those for which one or two demerits are assessed. Examples of class III offenses are shown in a through f below. (The number in parentheses indicates the number of demerits that may be assessed.)

a. Personal.

(1) Shave needed (2).

(2) Haircut needed (2).

(3) Failure to maintain personal hygiene (daily bath, teeth brushed, clean socks, clean hands and fingernails) (2).

b. Brass (to include belt buckle and tip or staff insignia).

- (1) Missing (2).
- (2) Not sufficiently shined (NSS) (1).
- (3) Bent (1).

c. Uniform.

- (1) Brass polish on uniform (2).
- (2) Missing or broken buttons (1 ea).
- (3) Tears or holes in uniform (2).
- (4) Bulgy pockets (1).
- (5) Blousing bands missing (2).
- (6) Trousers improperly bloused (1).
- (7) Gig line not alined (1).
- (8) Clothing not pressed (2).
- (9) Dirty uniform (2).
- (10) Strings on uniform (1).
- (11) Helmet liner dirty (2), headband missing (2).
- (12) Helmet liner improperly worn (1).
- (13) Name tag improperly alined (1).
- (14) Name or US Army tag missing (2).
- (15) Frayed clothing (2).
- (16) Shoes or boots not sufficiently shined (1).
- (17) Shoes or boots dirty (2).
- (18) Shoes or boots in need of repair (2).
- (19) Laces not tucked in or improperly tucked (1).
- (20) Improper boots worn (2).
- (21) Button unbuttoned (1).
- (22) Trouser fly unzipped (1).

d. Cubical Area.

- (1) Bed.

- (a) Improperly made (2).
 - (b) Not alined (1).
 - (c) Not neat (1).
 - (d) Safety latch not secure (3).
- (2) Bedding.
- (a) Dirty (2).
 - (b) Dusty (1).
 - (c) Improperly displayed (2).
 - (d) Not alined (1).
 - (e) Not displayed (2).
- (3) Bookshelf and/or box.
- (a) Dusty (1).
 - (b) Improperly displayed (2).
 - (c) Texts improperly arranged (1).
- (4) Clothing display.
- (a) Buttons missing (1 ea).
 - (b) Clothing dirty (2 ea).
 - (c) Clothing improperly displayed (2).
 - (d) Item(s) missing (2 ea).
 - (e) Clothing not marked (2).
 - (f) Clothing not pressed (2).
 - (g) Unbuttoned buttons (1 ea).
- (5) Floor.
- (a) Dusty (1).
 - (b) Dirty (2).
- (6) Footgear.
- (a) Dirty (2).
 - (b) Dusty (1).

- (c) Improper boots displayed (4).
 - (d) Not alined (1).
 - (e) Not displayed (2).
 - (f) Not marked (2).
 - (g) Not sufficiently shined (1).
- (7) Footlocker.
- (a) Dusty (1).
 - (b) Improperly alined (2).
- (8) Gunnery equipment.
- (a) Improperly displayed (2).
 - (b) Not as prescribed (NAP) (1).
- (9) Insignia.
- (a) Missing (2).
 - (b) Not as prescribed (1).
 - (c) Not sufficiently shined (1).
- (10) Laundry bag.
- (a) Improperly displayed (2).
 - (b) Not displayed (2).
- (11) Mess equipment.
- (a) Dirty (2).
 - (b) Dusty (1).
 - (c) Improperly displayed (1).
- (12) Table.
- (a) Ashtray dirty (2).
 - (b) Cigarette burn (3).
 - (c) Dirty (2).
 - (d) Dusty (1).
 - (e) Display not as prescribed (1).

(f) Drawer not as prescribed (1).

(g) Lamp not as prescribed (1).

(13) TA 50-901 equipment.

(a) Dirty (2).

(b) Improperly displayed (2).

(c) Not displayed (2).

(d) Not marked (2).

(14) Towel.

(a) Dirty (2).

(b) Improperly displayed (1).

(c) Not displayed (2).

(15) Window.

(a) Curtains not as prescribed (1).

(b) Dirty (2).

(c) Dusty (1).

(d) Screen unlatched (1).

(16) Cube area--general: (Maintenance of the cube area includes responsibility for building equipment in that area.)

(a) Dust anywhere (1).

(b) Dust everywhere (2).

(c) Anything dirty (2).

(d) Candidate deficiency sheet missing (2).

(e) Candidate deficiency sheet improperly filled out (2).

(f) Clipboard not as prescribed (1).

(g) Pins and/or tape used to arrange items (2).

(h) Window screen unlatched (1).

(i) Window open or closed when otherwise prescribed (2).

e. Messhall.

- (1) Unauthorized talking (2).
- (2) Loud talking (2).
- (3) Unnecessary rattling of silverware or tableware (2).
- (4) Loitering or use of messhall latrine (2).
- (5) Failure to sit properly (1).

f. Miscellaneous.

- (1) Unauthorized smoking (not a fire hazard) (2).
- (2) Failure to sound off (2).
- (3) Rendering an improper report in writing (4).
- (4) Failure to load vehicles in prescribed manner (2).
- (5) Moving while in formation (2).
- (6) Reporting improperly (2).
- (7) Improper or late correspondence (2).
- (8) Improper wearing of headgear (2).
- (9) Failure to initial when or where prescribed (1).
- (10) Failure to know chain of command (2).

Section XIV. POLICY

64. GENERAL

This section will be used to file all policy that is developed within the Brigade. Policy letters will be filed under this section. Policy set orally at meetings will be written on standard notebook paper and filed in this location. Periodically, this section will be revised and regular pages issued containing the brigade policy. The following policies will be adhered to and enforced by all officers within the Officer Candidate Brigade:

- a. The highest standards of appearance, conduct and bearing will be required of all officer candidates at all times. All tactical officers will insure that they set a positive example in each of these areas.
- b. The dignity of man is the byword in all dealings with officer candidates. A candidate's dignity will not be violated.
- c. No hazing of any kind will be tolerated.
- d. Dealings with candidates will be firm and exacting and will be conducted with a positive approach.
- e. The following don'ts will be carefully observed.

- (1) Don't call candidates by degrading or belittling names.
- (2) Don't use obscene language.
- (3) Don't waste time on nonsense or child's play.
- (4) Don't discipline without an objective.
- (5) Don't inflict mass punishment.
- (6) Don't require personal services.

(7) Don't appropriate the personal mail of officer candidates and read aloud to assemblages or post on bulletin boards. This is beneath the dignity of an officer.

f. Officer candidates will be afforded the opportunity to eat a full meal in the messhall (at least 10 minutes), to study, and to get a sufficient amount of sleep.

g. No work details will be scheduled from 0800 to 1200 hours, Sunday morning. Candidates will be given every opportunity to attend church services.

h. Counseling sessions will be private and will be conducted in a relaxed manner, so that the candidate may derive maximum benefit from the counseling session.

65. THE TACTICAL OFFICER

a. The key man in the brigade is the tactical officer. He has been handpicked. He works with the candidate daily, he trains, corrects, counsels, and evaluates the candidate; thus, the tactical officer has a greater influence on and knows each of his candidates better than any other person in the brigade.

b. The Officer Candidate Brigade can be only as good as its tactical officers.

c. The job is challenging and entails much hard work and long hours, but is most rewarding. It is the best training ground for developing the tactical officer's own leadership abilities.

d. The standards of performance demanded of an officer candidate are the minimum standards demanded of a tactical officer.

66. RESPONSIBILITIES OF THE TACTICAL OFFICER

The tactical officer must--

a. Develop and evaluate the leadership ability and potential of the officer candidate in his platoon by--

- (1) Teaching the candidate how to be a leader.
- (2) Setting the example.
- (3) Counseling the candidate.

b. Compile sufficient and meaningful records on the leadership development of each candidate.

c. Make pertinent recommendations to the battery commander on all matters pertaining to the candidates under his supervision.

67. TEACHING THE OFFICER CANDIDATE HOW TO BE A LEADER

a. Everything the tactical officer teaches must be in strict accordance with the manuals and reference materials. In analyzing the performance of an officer candidate, the tactical officer must ascertain whether or not the candidate has been properly instructed.

b. Knowledge and self-confidence go hand in hand. Therefore, the tactical officer must prepare himself as well as possible for what he teaches. He must know the OC regulations and the Tactical Officers Guide.

c. The tactical officer must have an intense desire to get across everything that he is teaching to each candidate. He must follow through by checking to see if the instruction has been understood by each candidate (questions, testing, and counseling).

d. The tactical officer must follow a positive approach. He must demand and accept nothing short of professionalism, require the highest standards from each candidate, and train hard, but be fair to all. This requires good, sound judgment. He must be constructive always and require nothing that wastes the candidate's time. He must avoid embarrassing individual candidates; however, he must make on-the-spot corrections in training so that not only the individual who made the mistake but also all other candidates who are observing will learn.

e. The application of pressure is one of the key techniques in the leadership development of an officer candidate. The mettle of the average officer candidate has probably never been tested; therefore, he does not know what he can or cannot do. Activities designed to apply pressure must be constructive and for the purpose of developing leadership traits. The candidate will not be required to take part in a pressure activity which he cannot possibly accomplish or which is degrading to his dignity. Pressure will not be used to force a candidate to resign. Pressures normally will fall into the following categories:

(1) Physical. Physical training will keep the candidate alert and will enhance his physical fitness. The tactical officer must keep in mind at all times the physical capabilities of his candidates and conduct physical training accordingly.

(2) Psychological. Psychological pressures will normally be in the form of requiring a variety of tasks within a given period of time. Such pressures will develop the candidate's ability to organize himself, his time, and his resources to accomplish the tasks in the most efficient manner.

68. SETTING THE EXAMPLE

The tactical officer must set the example at all times.

a. Military Appearance (para 31, AR 600-20). The tactical officer must look sharp and immaculate, with uniforms fitted in accordance with current uniform regulations. He must have all brass and insignia placed exactly in accordance with regulations and have a high polish on brass and boots or shoes. He must always have an erect military carriage and walk in a military manner. His haircut should be short and military.

b. Military Courtesy. The tactical officer must observe all customs of the Service and render all elements of military courtesy, such as salutes and reporting, in a manner that truly sets the example.

c. Physical Stamina. The tactical officer must keep himself in the peak of physical condition so that he can do everything that he expects the candidate to do. Good physical condition contributes to good military bearing.

69. COUNSELING THE CANDIDATES

a. Counseling is one of the tactical officer's most important functions and is a valuable part of the overall teaching process.

b. Counseling should be performed in a private, relaxed atmosphere.

c. The tactical officer must establish rapport with the candidate; the candidate must realize that the tactical officer wants to do everything possible to help him.

d. The candidate must not feel that he is being "called on the carpet."

e. A counseling period is not the time to discipline the candidate, chew him out, or point out his errors in a scornful manner.

f. The tactical officer must praise the candidate for any good points or any progress he may have made in any area.

g. The tactical officer must bring out, point by point, those areas of the candidate's performance that need to be improved. He must try to get the candidate to say where he is deficient. Then he can be told how he can improve in these areas.

h. Most persons can improve themselves in any area once they become aware of the deficiency, are told or shown how to improve, and then are given the encouragement and opportunity to improve the deficient areas. History is replete with stirring examples of individuals who became champions in the very activity in which they were most deficient, as a result of their determination and dedication to overcome the weakness. The tactical officer's job is to counsel each candidate and convince him that he can overcome his deficiencies once he knows what they are and how to improve them.

(1) President Theodore Roosevelt, one of the most robust presidents and the leader of the famous Roughriders, was a weak, sickly child. He overcame his weaknesses through a carefully planned program of body building.

(2) Glen Cunningham, the greatest runner of his day (1934-38), was badly burned in a fire when he was 8 years of age. He was told by doctors that he would never walk again, but he overcame his handicap to become a champion runner.

(3) Ben Hogan, after a severe automobile accident in which he almost died, was told that he could never expect to walk again. He came back with grit and determination and won his greatest golf triumphs after the accident.

(4) Winston Churchill, an incorrigible youth who performed very poorly as a student, rose after numerous failures in public life to become one of the greatest leaders and orators of all time.

i. The tactical officer must try to conclude each counseling session on a note of optimism and make the candidate feel that he has confidence the candidate will improve.

70. RECORDS

All actions must be documented in each candidate's file to insure that the file has sufficient and meaningful records for proper evaluation of the candidate. Every counseling session and the date thereof, must be documented on FS Form 288-4-R. The documentation may be brief.

71. MOTIVATION

a. Sometimes a candidate needs to be motivated. How can a candidate be motivated when he needs motivation? The two basic types of motivation are--

- (1) Intrinsic--self-satisfaction for doing a job well.
- (2) Extrinsic--tangible rewards; i. e. , promotions, pay, privileges, etc.

b. The tactical officer must get to know each candidate.

- (1) Learn his limitations and his capabilities.
- (2) Remember that each candidate is an individual.

c. The tactical officer must try to learn how to best motivate each candidate when necessary.

d. Remember that intrinsic motivation (self-satisfaction for doing a job well) is stronger and more lasting than extrinsic motivation.

e. Help the candidate to do a good job.

72. ESPRIT DE CORPS

Esprit de corps is intangible but very valuable in any organization, particularly in a military unit. It helps motivate.

a. FM 22-100 defines esprit de corps as the loyalty to, pride in, and enthusiasm for the unit shown by its members.

b. Morale is an individual phenomenon representing each soldier's outlook on the Army and life in general.

c. There is a fine line between morale and esprit de corps; however, what affects one affects the other. Low morale tends to breed low esprit de corps.

d. Esprit de corps involves two elements--group solidarity and identification with the formal organization.

(1) Group Solidarity. Affiliation is a strong human social motive.

(a) Man needs to feel that he is a member of a group which he values.

(b) It is not a substitute for training and skill but it can add immensely to the effectiveness of a trained unit.

(c) A soldier under fire alone on the battlefield is not likely to advance; but if he is part of a group that he can see or that he knows is with him, he will advance with the group.

(d) Under stress, group solidarity is extremely important.

(e) Because of the great necessity for teamwork in the military and because of the highly stressful nature of combat, the military is an activity which is highly dependent upon group solidarity for success.

(2) Identification. Identification is the second essential element of esprit de corps.

(a) Whereas group solidarity gives an organization strength, identification with a formal organization gives the strength direction and purpose.

(b) Identification is the psychological process whereby an individual makes something outside himself a part of himself.

(c) When the individual has so identified, the organization is a part of him. Its goals are his goals; its success, his success; its failure, his failure.

e. A leader's task in developing esprit de corps is twofold--

(1) The building of group solidarity.

(2) The fostering of identification with the formal organization, its goals, and its ideals.

f. The Officer Candidate Brigade is a fertile ground for developing esprit de corps. Each tactical officer, each battery commander, and each battalion commander should cultivate, promote, and develop high esprit de corps in his class, battery, and battalion. Esprit de corps will pay off with better results for all concerned.

73. TRAINING POLICY

a. Officer candidates should, if at all possible, request extra instructions a minimum of 72 hours in advance to facilitate the assignment of instructors, classrooms, etc.

b. Commencing 1 May of each year, PT MOI and regular PT classes may be conducted during the morning hours to avoid conflict with high WBGT indexes during the afternoon hours.

c. Officer candidates will not carry nonacademic material to class.

d. Dates for scheduling flight physical appointments for applicants from each class will be furnished OC Brigade S1, Personnel Division, by S3, Officer Candidate Brigade; changes will be recommended to the Deputy Brigade Commander for approval.

e. Candidates will keep appointments for flight physical examinations regardless of class schedules.

f. Tactical officers will insure that candidates are familiar with the SOP on reviews before they report for parade rehearsal.

g. Personnel policing training areas will not remove markers from PT lanes. If personnel utilizing the training areas move such items as PT stands, they will replace the items before leaving the area.

h. Officer candidates will wear their dog tags and have their ID cards in their possession at all times.

i. USAFAC Reg 350-4 indicates that a lead-time of 10 days for graphic requirements and 20 days for photographic requirements is necessary for the manufacture of training aids by the Training Aids Center. Cooperation of all is required in meeting these time schedules. Requests for such items as Vu-Graphs on an emergency basis should be the exception rather than the rule.

j. Candidates taking break periods in the 3200 area will be instructed not to create unnecessary disturbance by making excess noise.

k. Tactical personnel must continually check and cross-check the transportation schedule and insure that candidates meet these schedules rather than allowing class leaders to make arbitrary decisions as to which transportation to use. Candidate class leaders will on occasion, neither await scheduled transportation nor leave an individual at the pickup point to give information to vehicle drivers when they are released from class early.

l. In accordance with current directives, a different candidate should be selected to conduct each period of physical conditioning in the morning or afternoon each day.

m. DA Form 11-161 (Photography Work Order) is submitted to Chief, Signal Division, by the Operations Section, IS 4 weeks prior to the date photographic work is required. Battalions are furnished one copy of this form for planning purposes. Battalions will be required to square the commitment 1 week prior to the date requested. Telephone numbers to call for squaring: Graduation ceremony and review--351-4310; ID Photos--351-5207. Battalions are responsible for furnishing transportation for photographer for the following:

- (1) Graduation review.
- (2) Graduation ceremony.
- (3) ID photos.
- (4) Guidon presentation.

n. The battalion for which the OC 708 seminar is scheduled is solely responsible for conducting the seminar. Instructor Division personnel can be made available, upon request, to sit on the panel and assist in answering questions posed by candidates. However, ID personnel have no requirement to moderate the seminar or teach during this period. This responsibility ultimately rests with the battery commander.

p. Personnel requesting audiovisual aids from OC BDE, S3, must submit requests 72 hours prior to the date of use to insure availability of equipment.

q. The officer in charge of a problem will submit the following report by telephone to the brigade S3 during duty hours or to the brigade SDO after duty hours as soon as practicable after an accident or a serious incident has occurred involving students or agencies of the OC Brigade during scheduled instruction:

- (1) The nature of the accident or incident (including details concerning the number and extent of injuries).
- (2) The time of the accident or incident.

- (3) The location of the accident or incident.
- (4) The class title.
- (5) The class subject titles.
- (6) The troop support unit involved.
- (7) The instructor in charge.

74. UNIFORM POLICY

- a. Tactical officers are required to own the dress blue uniform.
- b. During inclement weather, the raincap is optional wear with the raincoat, under the provisions of AR 670-5, paragraph 13-6.
- c. Gloves must be worn when the overcoat is worn.
- d. School crests will not be worn on overcoats. Red tabs only will be worn. Raincoats will be worn only with class A or B uniforms; ponchos will be worn with class C uniforms. During the winter clothing period, branch scarves will be worn with fatigues. Collars on fatigue jackets will not be worn outside field jacket collars.
- e. Tactical officers will wear glossy helmet liners identified by a red stripe.
- f. Tactical officers visiting weapons classes are required to wear steel helmets while on the range.

75. OPEN DOOR POLICY

- a. Each level of command, tactical or officer candidate must have an open door policy.
- b. The tactical officer must be ever available to the officer candidate.
- c. The open door policy starts with the tactical officer, progresses up the chain of command--battery, battalion, and brigade commander.
- d. Each tactical officer must be sure that he is approachable--that the candidate will not hesitate to come to his tactical officer if he needs help or has a question. This also teaches an officer candidate that an officer's first concern is for his men.

76. CHAIN OF COMMAND

- a. There is a clear-cut chain of command in the military and it should be followed up and down except when an emergency might preclude following it.
- b. If someone is skipped in the chain of command because of an emergency or another good reason, the person skipped must be informed and advised of the circumstances as soon as possible.
- c. All officer candidates must understand the chain of command and know that they should not go outside the chain of command. The candidate's first contact is his immediate superior (be he an OC or tactical officer)--then on up the chain of command through battery, battalion, and etc., until his question or problem is answered or resolved.

77. OFFICER CANDIDATE WIVES

a. The wife can be the key to the candidate's success or failure.

b. The Officer Candidate Wives' Club is organized to help bring the wives into an active role, to help them better understand the officer candidate program, to help them meet the other wives, and to help them feel a part of the program.

c. The monthly briefings for the wives of new officer candidates have proved to be quite successful. The wives are thirsting for information and we want them to have the correct information.

d. The wives are not members of the military and therefore we have no authority over them.

e. Always be courteous and pleasant in dealing with the wives. Be a gentleman. We have no authority to order them around.

f. Be sure that a candidate is not penalized because of the actions of his wife. If the wife does something wrong, or goes somewhere in this area she shouldn't or parks in the wrong place, advise her in a nice friendly manner and offer your help.

78. SUMMARY

a. Gentlemen, as a tactical officer, you have one of the most challenging and important jobs that can be given to a lieutenant--that of developing outstanding officers.

b. Your material is the untrained officer candidate. Your product (the result of your work), must be an officer with whom you would be proud to serve anywhere, under any and all conditions.

c. You, the tactical officer, are the key man in the Officer Candidate Brigade. You are the closest to the candidate, you can have the greatest influence on him, and you are in the best position to evaluate the candidate to determine if he is ready to be a commissioned officer.

d. You must set the example in all areas.

e. You must train the candidate well, require high standards, and correct every mistake, but always with dignity.

f. All your actions and your demeanor must be such as to inspire respect and to promote the candidate's desire to excel.

g. You must not waste the candidate's time. Everything you require must be constructive. Hazing and fraternity type tactics are strictly forbidden. Require nothing of a candidate that would tend to degrade or to lower his dignity.

h. Every candidate that we graduate and commission must be worthy of that commission and fully qualified to serve as an officer. It would be a disservice to an individual to commission him if he were not properly qualified to serve in the assignments he would receive as a commissioned officer; and, in a sense, it would be a criminal act to place soldiers under the command of an officer who is not qualified to lead them.

i. Your job is challenging and rewarding. Besides serving your country well in developing outstanding new officers, you will benefit immeasurably. Serving as a tactical officer provides one of the best opportunities to develop your own leadership potential. This development will be a wonderful asset to you whether you pursue an Army career or a civilian career.

j. Gentlemen, dedicate yourselves to performing your job to the best of your ability and I'm sure you will find this assignment most rewarding.

k. Delighted to have you on our team--good luck!

APPENDIX A

FORMS USED BY TACTICAL OFFICERS

1. PURPOSE

The purpose of this appendix is to provide the tactical officer with a formal standard format for the forms and reports used in the administration of officer candidate classes. The word descriptions on the forms serve only as a guide. The following forms and/or reports are illustrated:

- a. Merit/Demerit Report, FS Form 302a-R.
- b. Individual Weekly Inspection Record, FS Form 302e-R.
- c. Appeal of Delinquency, FS Form 993a-R.
- d. Autobiography, FS Form 290-9.
- e. Composition of Candidate File Folder.
- f. Student Rating Form, FS Form 195/FS Form 195-R.
- g. Observation Report--Dismounted Drill/Physical Training, FS Form 619b-R.
- h. Observation Report, FS Form 265-R.
- i. Outstanding Performance Report, FS Form 287-R.
- j. USAFAOC Bde Record, FS Form 288-R.
- k. Data Sheet, FS Form 288-1-R.
- l. Record Sheet 1, FS Form 288-2-R.
- m. Record Sheet II, FS Form 288-3-R.
- n. Counseling Record, FS Form 288-4-R.
- o. Tactical Officer's Progress Summary, FS Form 288-5-R.
- p. Command Progress Summary, FS Form 993-R.
- q. Reports to be submitted to OC Bde Headquarters.

2. MERIT/DEMERIT REPORT

An outstanding performance or a delinquency noted will be reported on the daily Merit/Demerit Report, FS Form 302a-R (OC Brigade) (fig 1). The report will be prepared in one copy and will be forwarded to the tactical battery commander of the candidate concerned. An outstanding performance or a delinquency will be reported the same day that it is noted unless the performance or delinquency occurs after duty hours, in which case it will be reported the following duty day. When an upperclassman or a middleclassman who is performing battalion staff duties prepares a merit/demerit report on a candidate in a battery other than his own or in a battery in which he is working, he will turn the report in to the candidate battalion sergeant major for dissemination to the appropriate battery. When the tactical first sergeant

receives a merit/demerit report, he will post the merits(s)/demerit(s) and show the report to the candidate after the battery commander has approved the report. If the battery commander disapproves the assessment of merits or demerits, the merit/demerit report is returned to the originator with a brief explanation of the reason for the disapproval.

3. INDIVIDUAL WEEKLY INSPECTION RECORD

Each candidate will display one copy of the Individual Weekly Inspection Record, FS Form 302e-R (fig 2), on his desk blotter every day from Monday through Saturday. Demerits assessed during cubicle area inspections will be noted on this form by the tactical platoon leader and/or middle and upper class candidates making the inspection. This form will be returned to the candidate each evening after it has been posted on the battery demerit board, with the total demerits compiled. Copies of other FS Forms 302e-R will be attached. If the tactical battery commander wishes to have the officer candidate explain the offenses, he will so indicate by placing the notation RBI (reply by indorsement) on the form. A candidate must use FS Form 993a-R, Appeal of Delinquency (fig 3), to explain or appeal and posted delinquency.

4. APPEAL OF DELINQUENCY

The Appeal of Delinquency, FS Form 993a-R (fig 3) is to be used by any candidate who wishes to explain or must explain any posted delinquency. This form may also be used by the candidate to explain to the battery commander any circumstances surrounding an offense. The battery commander also uses this form to approve or disapprove an appeal of delinquency.

5. AUTOBIOGRAPHY

The Autobiography, FS Form 290-R (OCS) (fig 4), is prepared by each candidate during the first week and turned in to his tactical officer. Instructions for preparing the autobiography are provided in the form. The tactical officer will study the autobiography prior to the initial interview in order to get an overall impression of the candidate. The tactical officer will mark the major errors in composition on the form. A candidate who receives an unsatisfactory grade on his autobiography will be required to rewrite the autobiography.

6. OFFICER CANDIDATE FOLDER

The composition and arrangement of the Officer Candidate Folder is shown in figure 5.

7. STUDENT RATING FORM COVER SHEET

FS Form 195 (fig 6) is used as a cover sheet for the Student Rating Form, FS Form 195-R (Insert), and indicates a recapitulation of the ratings of the SRF's. Implementing instructions are as follows:

- a. Enter the candidate's name, class, week of rating period, battery, and platoon.
- b. The grade is the numerical average of the individual SRF's; for example 87.4 (OC Brigade Memorandum 335-1). This grade will be entered below the btry block.
- c. The platoon standing is the candidate's relative position among all members of his platoon as determined by his SRF grade average. This standing will be entered to the left of blocks a, b, c, and d, beneath the grade in c, above.
- d. The battery standing is the candidate's relative position among all members of his battery as determined by his SRF grade average. This standing will be entered to the left of the platoon standing.

e. Blocks a, b, c, and d will reflect a recapitulation of the applicable preferences indicated in block 8 of the individual SRF's.

8. STUDENT RATING FORM

a. Each lower class candidate will submit a Student Rating Form, FS Form 195-R (fig 7), on each lower class candidate in his platoon, to include himself, by 0730 on Monday of the seventh week.

b. Each middle class candidate will submit an SRF on each--

(1) Lower class candidate in his platoon by 0730 on Monday of the seventh week of the lower class candidate's class.

(2) Middle class candidate in his platoon, to include himself, by 0730 on Monday of the 15th week of his class .

c. Each upper class candidate will submit an SRF on each--

(1) Middle class candidate in his platoon by 0730 on Monday of the 15th week of the middle class candidate's class.

(2) Upper class candidate in his battery, to include himself, by 0730 on Monday of the 22d week of his class .

d. Instructions for completing FS Form 195-R are as follows:

(1) Blocks 1-4. Self-explanatory.

(2) Block 5. The rater will assign the rated candidate a numerical rating for each quality listed. A rating of 1 is outstanding; 2, superior; 3, adequate; 4, marginal; and 5, unsatisfactory. (A rating of 4 or 5 must be explained in block 6.) The rater will indicate whether, during the period since the last rating, room for improvement existed. For each quality listed, the rater will state whether the rated candidate improved, declined, or remained the same during the rating period as compared to the previous rating period.

(3) Block 6. The rater will write a descriptive paragraph on the rated candidate and should emphasize any strong or weak traits of the rated candidate.

(4) Block 7a will not be completed by the rater. Block 7b will be completed by middle and upper class rating candidates. Block 7c will be completed by upper class rating candidates when rating upper class candidates. If the rating candidate states that a rated candidate is not qualified to be commissioned, he will fully explain the statement in part 6.

(5) Block 8. Self-explanatory.

(6) Block 9. The rater assigns the rated candidate a number signifying the rated candidate's standing relative to the other candidates he rated. The rater will make a notation of his relationship to the rated candidate (i. e. , same cube, same squad, same platoon, same academic section, other).

(7) Blocks 10-13. Self-explanatory.

9. ORDER OF MERIT WORKSHEET (FIG 8)

In completing the student rating order of merit worksheet, the following procedures will be followed:

a. The number of candidates being rated (candidate will exclude himself in this count) is multiplied by $1\frac{1}{2}$ to determine the number of lines that may be used on the order of merit worksheet.

b. Having arranged the names of the candidates being rated in order of leadership ability, the rating candidate places the names on the worksheet so that 25% appear in the top 25% of the lines available, 50% appear in the middle 50% of the lines available, and the remaining 25% appear in the bottom 25% of the lines available.

c. The candidate whose name appears on the lowest numbered line is considered to have the highest SRF grade and the candidate whose name appears on the highest numbered line is considered to have the lowest SRF grade.

d. The rater will date and sign the worksheet.

e. All of the line numbers that have been assigned to a candidate by his contemporaries and superiors will be added together and averaged to determine his average line number. This average line number will be used to compute his SRF grade.

10. OBSERVATION REPORT--DISMOUNTED DRILL/PHYSICAL TRAINING.

FS Form 619b-R (fig 9) is used to provide an effective and efficient method of evaluating the performance of a candidate who is conducting a period of instruction in dismounted drill/physical training. When completed, this report will be filed in the candidate's 201 file at the battery level. This report, with other reports and forms, can be utilized in establishing a basis from which to determine the candidate's overall performance for a rated period. Implementing instructions are as follows:

a. Blocks 1 through 6. Self-explanatory.

b. Block 7. Entries will be made in the right-hand column of this block to reflect the points deducted from the possible points available for each phase of instruction. At the end of the period of instruction, the points deducted (cuts) will be totaled and subtracted from 100.

Note: The total points available on this form are 90. The MOI for DD/PT are complete or alike in each case (PT MOI not identical to DD MOI). To allow for these errors and compensate for shortage of points, two options are available as follows:

(1) Make entries as they appear and deduct the cuts from 100 points. The percent of grade will be the answer and grade to be entered in block 8.

(2) Allow additional points for those missing and the difference in MOI and indicate the cuts along with comments in the remarks section, block 9.

c. Block 8. The grade awarded the candidate will be entered in block 8a (i. e., 1-6, as shown in the grading scale); the score, in block 8b, (i. e., $100 - \text{cuts} = \text{score}$).

d. Block 9. This section is for any comments and for an adjustment for scores as indicated in paragraph (2) of the note above.

e. Block 10. Self-explanatory.

f. Block 11. The candidate receiving a rating will initial this block after being counseled on his performance.

g. Block 12. The date the rated candidate is counseled initials block 11 will be entered in block 12 by the candidate.

11. OBSERVATION REPORT

a. Observations, evaluations, and ratings of a candidate are recorded on Observation Reports, FS Form 265-R (fig 10), which is designed to inform the candidate of his performance. This report, coupled with the continuing personal observation of each candidate by the tactical staff, serves as a primary evaluation tool.

b. Observation reports are rendered by officer candidates, indorsed by members of the tactical staff or by officer candidates, and reviewed by the tactical battery commander, who determines the final grade for performance following a candidate's period of performance in a command position or following a period of instruction given by the candidate. A general observation report may be submitted at any time by any tactical officer or instructor or by a candidate of equal or senior rank to the candidate being evaluated.

c. Candidates will submit observation reports through the candidate battery executive officer to the battery orderly room by 0700 hours on the first duty day following the termination of the period of performance. As an exception, observation reports may be submitted by the candidate raters to the indorsing staff officers. The indorsing officers will forward the observation reports to the battery concerned.

d. Each Monday morning the tactical officers of each battery meet to discuss the performance of candidates and to assign grades for observation reports. A grade is assigned to each candidate after careful consideration of the following:

- (1) How well the job was performed.
- (2) How the candidate accomplished the job.
- (3) Circumstances which may have affected his performance positions.

12. OFFICER CANDIDATE RATING SYSTEM

a. Officer Candidate Battalion Staff.

<u>Position</u>	<u>Rater</u>	<u>Indorser</u>	<u>OC Review</u>	<u>Tac Review</u>
OC Bn CO	OC Bn FC			Bn CO
OC Bn XO	OC Bn CO	OC Bn FC		Bn XO
OC S3	OC Bn XO	OC Bn CO		S3
OC S1	OC Bn XO	OC Bn CO		S1
Asst S3	OC S3	OC Bn XO	OC Bn CO	S3
S2	OC Bn XO	OC Bn CO		S1
S4	OC Bn XO	OC Bn CO		S4 and control btry
SGM	OC Bn XO	OC Bn CO		SGM
Pers SGT	OC S1	OC Bn XO	OC Bn CO	Control btry
Supply SGT	OC S4	OC Bn XO	OC Bn CO	Control btry

<u>Position</u>	<u>Rater</u>	<u>Indorser</u>	<u>OC Review</u>	<u>Tac Review</u>
Op SGT	OC Asst S3	OC S3	OC Bn XO	S3
Intel SGT	OC S2	OC Bn XO	OC Bn CO	S1

*Honor Code U/C	OC Bn CO	BN tac advisor		Tac Bn XO
**House proctor	OC Bn XO	OC BC		OC Bn S3

*The rating of the Honor Code U/C is based only on additional duties assigned to this OC by the Bn CO on his Honor Code instruction and programs (if any) concerning the OC battalion and his instructing, guiding, and counseling the M/C and L/C Honor Code class representatives.

**The OC BC will insure that a house proctor is appointed from among the upperclassmen who will supervise the study period in the house. The OC BC may appoint the house proctor duties as additional duties to the FO/plt ldr, LO, or any upperclassmen of his command provided he insures that the duties are being performed.

b. Officer Candidate Battery Staff.

<u>Position</u>	<u>Rater</u>	<u>Indorser</u>	<u>OC Review</u>	<u>Tac Indorser</u>	<u>Tac Review</u>
BC	OC Bn XO	OC Bn CO	OC Bn FC		BC
XO	OC BC	OC Bn XO	OC Bn CO	XO	BC
Asst XO	OC XO	OC BC	OC Bn XO	Asst XO	BC
FO/Plt ldr	OC XO	OC BC	OC Bn XO	PL	BC
LO	OC Asst XO	OC XO	OC BC	XO	BC
1SG	OC BN SGM	OC BC		1SG	BC
CFB	OC 1SG	OC XO	OC BC	XO	BC
Supply NCO	OC 1SG	OC BC		Supply Officer	BC
Ammo chief	OC CFB	OC 1SG	OC BC	Maintenance/ Self-help Off	BC
FD chief cmptr (tng NCO)	OC Asst XO	OC XO	OC BC	Tng Off	BC
Commo chief (CINCO)	OC Asst XO	OC XO	OC BC	CI Off	BC
Recon SGT/ plt SGT	OC PL	OC XO	OC BC	PL	BC
SC	Recon SGT/ plt SGT	OC FO/ Plt ldr	OC XO	PL	BC

c. Officer Candidate Class Positions.

<u>Position</u>	<u>Rater</u>	<u>Indorser</u>	<u>OC Review</u>	<u>Tac Indorser</u>	<u>Tac Review</u>
UC class marcher	OC Bn XO	OC Bn CO	OC Bn FC		Tac BC
MC class marcher	Tac plt ldr			*Tac XO	Tac BC

<u>Position</u>	<u>Rater</u>	<u>Indorser</u>	<u>OC Review</u>	<u>Tac Indorser</u>	<u>Tac Review</u>
LC class marcher	Tac plt ldr			*Tac XO	Tac BC

*If the Tac XO is also the Tac plt ldr, the indorser of the MC and LC class marcher will be the Tac BC.

13. OUTSTANDING PERFORMANCE REPORT

Outstanding Performance Report, FS Form 287-R (fig 11), is usually initiated by the instructor to report outstanding performance by a candidate.

14. USAAMS OCS RECORD (FINAL GRADES AND STANDINGS)

FS Form 288-R is a permanent record and will be filled out only when a candidate is relieved, transferred to another OCS, or graduated. This form is used to record the final disposition of a candidate, his grades, his standings, and other pertinent information. The forms will be completed as follows:

a. One form will be prepared on each candidate in the class. When a candidate is relieved, transferred, or graduated, the battery will complete the forms (typewritten) and forward them to the Academic Management Branch. The Academic Management Branch will check the forms to insure accuracy and file them in alphabetical order.

b. The blocks are not numbered; however, the form will be filled in as indicated below:

<u>Block Title</u>	<u>Information to be entered</u>
OC	Last name, first name, middle initial.
Class	Class graduated, transferred, or relieved from.
Disposition	Relief, transferred, or graduated. If transferred, the new OCS will be entered. Examples of entries are relief/LOM and transferred/Infantry OCS.
ASN	The enlisted serial number.
DOB	Date of birth.
HOR	Home of record. (This should be the candidate's permanent address.)
FINAL GRADES	Self-explanatory.
FINAL STANDINGS	The final standings are obtained from the final overall class standing and will be entered as 7/106, 89/106, 106/106, etc. Final standings will be shown for graduated candidates only.
FINAL OVERALL GRADE	This block will be completed using the final progress report, carried to two decimal places; e. g., 86.45.

Block Title

Information to be entered

REMARKS

1. High School GED

The remarks portion will be completed as follows:

Self-explanatory.

2. College Option

Candidate must have have enlisted under the college option program as covered in AR 601-226.

3. Cert. of Proficiency

A certificate of proficiency will be completed in duplicate for each relieved or transferred candidate listing only the subcourses that he has successfully completed. Certificate of proficiency will be recommended by the battery in section III of DD Form 785 and the certificates will be prepared by the battalion headquarters concerned. The date entered will be the date that the certificate is awarded.

4. NCO Academy Credit

Basic. Credit is given candidates who have completed 7 academic weeks and are recommended for this credit or to transferred candidates who have this recommendation listed in section III of DD Form 785 and are E1, E2, E3, or E4.

Senior. Credit for senior NCO Academy is given to candidates who are relieved or transferred in the grade of E5 or higher. The candidate must also be recommended for this credit by the tactical battery commander and battalion commander as indicated above. The date will be the date the certificate is awarded.

c. The remarks section on the reverse side will be used to list the classes to which a candidate has been assigned other than the one he graduated from. Information pertaining to waivers that were required and other actions not listed in AR 350-50 will be given in this section. Statements should also be entered listing reasons why a candidate did not graduate with his class; e. g. , pending security clearance or failure to pass a physical combat proficiency test. Transfer to another OCS should be entered to include the date transferred and the OCS to which the candidate was transferred. If an officer candidate completes 6 academic weeks and is not awarded NCO Academy credit, a statement should be entered as to why he was not given this credit; e. g. , leadership grades, poor attitude, etc. The address of his new assignment should be included.

d. This form will be completed by the clerk using information contained in block 44 of FS Form 288-1-R (fig 13) and block 4 of FS Form 288-3-R (fig 15). Information needed for certificate of proficiency and the NCO Academy credit will be obtained from the tactical first sergeant or the battalion academic management section.

15. DATA SHEET

The Data Sheet, FS Form 288-1-R (fig 13), will be filled in by the Academic Management Branch but must be kept current current by the platoon leader concerned. All applicable blocks will be completed. If a block is not applicable, it will be marked NA. The sheet will be filled in as follows:

<u>Block number and title</u>	<u>Information required</u>
1. Full name	Last name, first name, middle initial.
2. Class Plt/Btry/Bn Sec Nr Stu Nr	Self-explanatory. Self-explanatory. Self-explanatory. Self-explanatory.
3. ASN	Self-explanatory.
4. SSN	Self-explanatory.
5. ID Card Nr	Enter in pencil.
6. DOB	Self-explanatory.
7. Age	Present age entered in pencil.
8. Place of birth	Self-explanatory.
9. Religious Preference	Enter in pencil.
10. Permanent Home Address/HOR	Permanent home address or home of record, to include street, city, State, and ZIP code, enter in pencil.
11. Address NOK	Complete address of next of kin, including street, city, State, ZIP code, and telephone number. This block will be completed in pencil. The telephone number will be entered in the upper right corner of the block.
12. Address Wife	Wife's address to include street, city, State, ZIP code, and telephone number. This block will be completed in pencil.
13. Dependents	Name (last name, first name, middle initial), age, and relationship; for example, Jones, Mary M., 24, W; Jones, Dorothy J., 2, D. If more room is necessary, use block 45, Remarks. This block will be completed in pencil.
14. Civilian Job(s)	Different types of employment that the candidate has had, such as busboy, waiter, painter, carpenter, construction worker.
15. Colleges Attended	Names of the colleges; location to include city and State; years attended, to be shown as 61-63, 56-59, etc.; degrees will be M. A., B. A., etc.

Block number and title

Information required

17. College
If GED credit is applicable, an X will be placed in the block marked GED. The number of years completed will be entered as either 1, 2, 3, or 4. An X will be placed in the Grad block only if a diploma was received upon graduation.
18. Mathematics
If GED credit is applicable, place an X in the GED block. Years completed will be entered as 1, 2, 3, 4, 5, 6, etc. An X will be placed in the Grad block only if the individual received a degree. An X will be placed in the Option block only if the candidate entered OCS under the college option program as outlined in AR 601-226.
19. BPED
Place an X in any block that is applicable. The blocks listed in order are high school algebra, high school geometry, high school trigonometry, college algebra, college trigonometry, and college calculus.
20. Recruiting Station
Enter the base pay entry date or the day that the candidate entered the service.
21. Reception Station Opt
Enter the city and State where the candidate took the oath of allegiance.
22. Entry Grade/Rank
Place an X in the Yes block only if the candidate was a reception station applicant for officer candidate school.
23. Branch
Self-explanatory.
24. Prior Service
Self-explanatory.
25. Active Duty
Enter the component, years completed, months completed, highest grade held; for example, Navy 4 2 E-6.
26. Inactive Duty
Self-explanatory.
27. Foreign Duty
(Location, months)
Place an X in the appropriate box if applicable and the number of years and months in the spaces indicated.
28. OCS Application
Enter the location and the total months served in each area; for example, Germany, 12 months.
29. AA/Source Command
Enter the month and year the candidate applied for OCS; place an X in the appropriate box. Enter the location only if the candidate was a reception station applicant or applied while in an Active duty unit other than BCT or AIT.
- Enter the army area from which the candidate came to OCS except for a college option candidate.

Block number and title

Information required

For a college option candidate, show the army area in which he took the oath as a college option applicant for officer candidate school.

- 30. Waiver(s) Anything that the candidate has to sign a waiver for, such as eyes, age, etc.
- 31. PMOS/SMOS Self-explanatory.
- 32. Job Title Title that goes with the PMOS or SMOS entered in block 32. Assistant gunner/Nike launcher repairman helper.
- 33. OCS 1st Preference Candidate's first choice; for example, Infantry or Artillery. This should agree with the first choice entered on the candidate's DA Form 61.
- 34. OCS 2d Preference Candidate's second choice.
- 35. OCS 3d Preference Candidate's third choice.
- 36. Entry Date Date the candidate signed in at the Officer Candidate Brigade.
- 37. BCT Installation (Mo/Yr completed) Give the name of the installation and location where basic combat training was completed to include the month and year. Example, Fort Dix, New Jersey, Jan 67.
- 38. AIR (CST) Installation (Mo/Yr completed) The name and location of the installation where the advanced individual training or common specialist training was completed to include the month and year; for example, Fort Benning, Georgia, Jan 67.
- 39. Address Last Assignment Complete address to include battery or company, battalion, division, installation, State, and ZIP code.
- 40. Address Next Assignment Complete address when known.
- 41. Aptitude Test Scores These will be obtained by the Academic Records Section from the candidate's records in the Brigade personnel section.
- 42. Service Schools Completed Course title and number will be shown, the post will include locations, the year block will have 66, 67, etc., and the weeks block will be shown as 5, 10, 30, etc., MOS block will be completed only when applicable.

Example: Course Title

<u>Post</u>	<u>MOS</u>	<u>Yr</u>	<u>Wks</u>	
NCO Academy C1-67	Ft Sill, Okla	NA	67	8

Block number and title

Information required

43. Military Experience same as block 42. Example follows:

<u>Duty</u>	<u>Post</u>	<u>MOS</u>	<u>Yr</u>	<u>Wks</u>
Field Artillery Crewman	Ft Sill, Okla	13B20	NA	6

44. Turnbacks, Holds, and Reliefs

The reason will be as listed in AR 350-50 for relief or as listed in the Academic Records Branch SOP for turnback and relief. The department will be as appropriate, the date will be the effective date, from class to class as approved by Brigade Headquarters. Example follows:

<u>Reason</u>	<u>Dept</u>	<u>Date</u>	<u>From Class</u>	<u>To Class</u>
Academic	Gunnery	11 Jul 67	16-67	24-67

Academic and leadership probation will also be noted in this block.

45. Remarks

Continuation of information from other blocks may be shown in the "Remarks" block. Other pertinent data may be entered in this block as deemed appropriate by the tactical platoon leader. This block will not be used to record notations of counseling.

16. RECORD SHEET I

a. On Monday morning of the rating period week, the tactical platoon leader considers each of his candidates individually and compares each with all of the other candidates in the platoon. The platoon leader uses all observation reports, to include general OR's and DD and PT OR's as a starting point. He places the candidates on the order of merit worksheet after considering such items as personal qualities, military bearing, and overall attitude.

b. After each platoon leader has completed his ratings, all of the battery officers, to include the executive officer and the battery commander, meet to discuss each candidate and his grade. During this discussion, the executive officer and the battery commander make comments concerning the candidates whom they have observed. The battery commander then uses the order of merit worksheet and assigns grades to the top and bottom candidates.

c. The executive officer and the battery commander insure that all of the platoon leaders use the same rating standards. The platoon leader is in fact the rater whereas the executive officer and the battery commander are joint indorsers.

d. The battalion commander has the overall responsibility for making final adjustments on grades submitted from each battery holding a class.

e. Instructions for completing Record Sheet I, FS Form 288-2-R (fig 14) are as follows:

Block number and title

Information required

1. DEMERITS

Total weekly demerits will be entered under the appropriate blocks. Totals will be entered only at the end of each rating period.

2. CORRECTIVE ACTION

Tours Carried Forward

Total tours that are carried forward.

Category

The number I, II, III, or IV will be entered in the appropriate week.

Ordinary Tours

If (category) III appears in the block above, the number 1 will be entered, if (category) IV appears in the block above, the number 2 representing two ordinary tours will be entered.

Special Tours

The total number of special tours assessed for the week will be entered in this block.

Special Restrictions

Any special tour that also carries some sort of restriction; i. e. , 1 and 1 above will be entered as 1&1, 2&2, 4&4, etc.

3. OBSERVATION REPORTS

Numerical grades will be entered according to the manner of performance under the appropriate week in the position indicated. If a candidate fills a position that is authorized in OC Brigade Memorandum 10-2 but is not listed on this form, the position will be entered under the leadership positions column in the blank spaces provided. These spaces are necessary because of the optional positions listed in OC Brigade Memorandum 10-2.

4. Personal Qualities

The personal qualities are the traits that the candidate has demonstrated and the letters "S" and "U" are used to indicate whether he has satisfactorily or unsatisfactorily demonstrated them. These letters must correlate with the leadership grade. For example, a candidate that demonstrated leadership traits of all "S's" placing him in the satisfactory category, should be given a leadership grade of from 74-100. Tactical platoon leaders will insure that, as with officer efficiency reports, the personal qualities, leadership evaluation, and the rating period paragraph are in agreement.

17. RECORD SHEET II

a. Instructions for completing Record Sheet II, FS Form 288-3-R, (fig 15) are shown below. The back of the FS Form 288-3-R contains the Definition of Terms and the value of each term as it applies to the candidate being rated.

b. In overall standings, leadership grades will be sent to the batteries from the Academic Management Branch, for the OC 501 field problem. Adjustments in leadership grades will be made at that time.

Block number and title

Information required

1. OVERALL STANDINGS

Individual's Leadership Grade

The individual's leadership grade will be entered to the nearest tenth of a point in the appropriate column at each rating period. The grades assessed during the first two periods will be used solely as an indicator and will be submitted to the Academic Management Branch. The assessed grade in the 20th week as modified by OC 501 will be entered in the final column, and also will be submitted on a student grade sheet to the Academic Management Branch.

Battery Average Leadership Grade

This grade will be computed by the battery and used as an indicator in the 7th and 15th weeks.

Battery Leadership Standing

This will be used to enter the battery leadership standings in each rating period; for example, 7/51, 18/51.

Class Leadership Standing

This will be figured by compiling the grades from all the batteries concerned.

Individual's SRF Grade

The assessed SRF grade will be entered to the nearest tenth of a point in the appropriate column. Although used to determine interim standings, the first two grades will be submitted to the Academic Management Branch.

Battery Average SRF Grade

This is the battery average for the 7th, 15th, and 22d weeks.

Battery SRF Standing

This will be used to enter the battery SRF standings in each rating period; for example, 7/51, 18/51.

Class SRF Standing

This will be determined by compiling the grades from all of the batteries concerned.

Individual's Cumulative Academic Average

This average will be found on the final class overall received from the Academic Management Branch.

Battery Average Academic Grade

This will be given to the battery by the Brigade Academic Management Branch.

Battery Academic Standing

This will be determined by compiling the grades from the batteries concerned.

Class Academic Standing

This standing will be found in parentheses next to the academic averages on the final class overall.

Individual's Cumulative Overall Average

This will be obtained from the final class overall in the last column.

Block number and title

Information required

Battery Cumulative
Overall Average

This will be determined by compiling all of the grades in the batteries concerned.

Battery Overall Standing

This will have to be determined by the battery in the 22d week, using the final class overall.

Class Overall Standing

This will be obtained in the first column of the final class overall.

2. SRF SERVICE PREFERENCE

The total number for each area, as noted in lines A, B, and C, will be entered in the appropriate column for each rating period. These numbers should equal the total number of candidates that rated the candidate concerned for the rating period. The candidate rating himself is not included.

3. PCPT SCORES

The date of the test, score of the test, and battery and class standing will be obtained from the DF that is published by the Brigade Academic Management Branch after each battery takes a PCPT. The Remarks column should be utilized to enter any reason why a candidate did not take a scheduled test: e. g., sick slip, leave, etc.

4. FINAL SCORES

The final grades in each subcourse listed will be entered to the nearest hundredth of a point (as they appear on the progress reports).

18. COUNSELING RECORD

Counseling is one of the most important parts of being an officer and is essential in the Officer Candidate Brigade. Counseling is something that is seldom perfected, but can usually be improved. The following guidance is to give you a starting point. Remember that no one has a patent on ideas for counseling, so talk things over and constantly strive to improve your techniques of counseling.

a. The counseling session will start with a review of the candidate's accomplishments. One or more good points will be mentioned and, if appropriate, praised. Areas requiring improvement will be explained in detail. Corrective action required of the candidate will be carefully presented to insure that the candidate fully understands the what, how, and when of each area of improvement discussed. The atmosphere of the counseling session is largely a reflection of the counselor's personality and his way of doing things. Privacy is an essential element of all counseling. The session will be conducted in an atmosphere of military formality. It may be necessary at times to take a man-to-man approach. The techniques employed by one counselor are not necessarily successful for another. There are, however, several common elements that apply regardless of the manner chosen. They are accuracy, firmness, consistency, clarity of standards, and a balanced appraisal.

b. After the counseling session, the tactical officer will document counseling session on FS Form 288-4-R (fig 16). The high points of the session will be listed. The officer who conducted the counseling session will then print his full name and rank even with the last line of the entry. The candidate will place his initials even with the last line of the entry in the INITIALS column.

19. TACTICAL OFFICER PROGRESS SUMMARIES

FS Form 288-5-R (fig 17) will be used whenever the tactical platoon leader, executive officer, or battery commander feels it is necessary to write a statement in the candidate's record. The paragraphs written during the 7th, 15th, and 20th weeks are mandatory; however, a paragraph may be entered whenever deemed appropriate. Comments concerning the progress of a candidate should be made whenever it is felt necessary upon completion of a period of counseling. Comments made at this time will simplify writing the mandatory paragraphs at the end of the rating period. The 21st-week paragraphs will be completed only for candidates who are required to appear before an academic board or candidate whose records must be sent to the board for the final decision on distinguished graduates. These paragraphs will be accurate and will present a concise word picture of the candidate's progress in the Officer Candidate course. Academics should be mentioned only briefly because the candidate progress report is available for review by all members of the tactical staff. Statements such as "Get with it or you will find yourself back in class X" will not be used when evaluating candidates; "You must improve" or something like this will be sufficient when a candidate is failing.

20. COMMAND PROGRESS SUMMARY

FS Form 993-R (fig 18) replaces the Command Deficiency Sheet, FS Form 933-R, dated 25 March 1966. It is used to record accomplishments, improvements, suggestions, and deficiencies noted. This form will be posted in or about the area of responsibility of the candidate concerned. This form is a valuable guide at the end of a performance rating period to determine an evaluation which can be applied as observation reports are rendered. Implementing instructions are as follows:

a. Blocks 1 through 6. Self-explanatory.

b. Block 7.

(1) This block is for any remarks the inspecting officer or inspecting officer candidate may have concerning the areas of responsibility of the rated candidate. Specific instructions are given in paragraphs a and b of this block.

(2) Comments should be clear, concise, complete, and constructive. Extraneous remarks, such as "You better shape this platoon up," should be precluded. Comments must be positive in approach and of constructive value to the rated candidate.

(3) At the end of a rating period when all remarks are reviewed and an observation report is completed, these forms will be destroyed.

21. REPORTS TO BE SUBMITTED TO OC BRIGADE HEADQUARTERS

a. The following report is due NLT 0830 hours on Monday of the first week in the following format:

OCC 000 -68

__Bn, OC Bde

Input

XXX

College Option

XXX

In-service Graduates

XXX

(Col Grad Excluding Col Op)

Other Input XXX

Turnback Received (If applicable) XXX

Total Class Strength XXX

Total Married XXX

Total w/wives in Lawton/Fort Sill XXX

RVN Returnees XXX

Total E-6 or higher XXX

List by name those officer candidates who have been married less than 1 year.

<u>Name</u>	<u>No months married</u>	<u>Location of wife</u>
Zilch, Zula Z	2	Lawton, Okla.
Jade, Charla	1 week	Nome, Alaska

List by name those officer candidates who have expressed a desire to quit or not attend OCS:

b. The following OC wives' report is due NLT 1200 hours on Monday of the first week, in the following format:

OCC 000 - 68
 Bn, OC Bde
OC Wives in Lawton/Ft Sill area

<u>Name wife's</u>	<u>Address</u>	<u>City</u>	<u>Phone</u>
Zilch, Zula Z.	1601 Main Street	Reading	287-9643

c. The following telephonic report is due NLT 0830 hours on Wednesday, first week, to the adjutant, OC Brigade:

- (1) The name of the candidate whose name appears last alphabetically on the class roster.
- (2) The number of officer candidates on sick call who will (probably) not be present at the Brigade Commander's orientation.
- (3) The number of officer candidates who will be present at the Brigade Commander's orientation.

d. Enrollment Letters Report.

(1) Enrollment letters are currently being typed on an automatic IBM typewriter by NRID, Knox Hall, for each incoming class.

(2) Two alphabetical lists of names and addresses are required to be submitted to the S1, OC Bde NLY COB of the first Wednesday after a class reports.

(a) The first list includes the names and addresses of the parents or guardians of all unmarried candidates. This list will also include the name of any candidate who does not have a living parent, guardian, or wife (for accountability purposes only).

(b) The second list includes the names and addresses of the wives of the married candidates. Wife's name will be listed as Mrs. (husband's surname, middle initial, last name).

(3) Special attention should be noted as to the status of the addressee, i. e., Mr. and Mrs.; Mr. or Mrs.

(4) Every attempt should be made to insure the proper spelling of names and addresses, and to include the ZIP code.

(5) The following format is required.

Col and Mrs. John Q. Doe
111 Artillery Road
Fort Sill, Oklahoma 73503

Mr. and Mrs. John J. Smith
1402 Belview
Santa Monica, California 70215

Mrs. Richard D. Jones
1234 6th Street
Downtown, South Dakota 70432

Mr. Paul C. Brook
5678 S. 5th Street
Attleboro, Mass. 02040

MERIT/DEMERIT REPORT

O/C.....DATE.....

Last Name

First

MI

BTRY.....

PLT.....

CLASS.....

BN.....

INCIDENT(S).....

.....

.....

.....

Recommend Awarding

.....(De)meritsSp ToursWeek(s) Restriction

Recommended By.....

Approved.....

Tactical Battery Officer

FS Form (OC Bde)
Rev 18 Mar 69

302a-R

693-8326 Army-Fort Sill, Okla. 100M

Figure 1. Merit/Demerit Report, FS Form 302a-R.

INDIVIDUAL WEEKLY INSPECTION RECORD

O/C _____

Last Name _____ First _____ MI _____

BTRY _____ PLT _____
WEEK _____

ITEMS INSPECTED		SAT	MON	TUES	WED	THURS	FRI
Area not ready for inspection - 6							
Bed:	Improperly made - 2						
	Not aligned - 1						
	Not neat - 1						
	*Safety latch not secure - 3						
Bedding:	Dirty - 2						
	Dusty - 1						
	Improperly displayed - 2						
	Not aligned - 1						
	Not displayed - 2						
Bookbox:	Dusty - 1						
	Improperly displayed - 2						
	Texts improperly arranged - 1						
Clothing:	Buttons missing - 1						
	Dirty - 2						
	Improperly displayed - 2						
	*In need of repair - 3						
	Item(s) missing - 2						
	Not marked - 2						
	Not pressed - 2						
	Unbuttoned - 1						
*Concealing article(s) from inspection - 5							
Failure to initial as prescribed - 1							
*Failure to correct noted deficiency(ies) - 4							
Floor:	Dusty - 1						
	NSS - 1						
	*Use of unauthorized wax - 6						
Footgear:	Dirty - 2						
	Dusty - 1						
	*Improper boots displayed - 4						
	*In need of repair - 3						
	Not aligned - 1						
	Not displayed - 2						
	Not marked - 2						
	NSS - 1						
Footlocker:	Dusty - 1						
	Improperly arranged - 2						
	*In need of repair - 3						
	*Not ready for inspection - 3						
	*Not secure - 6						
Gunnery Equipment:	Improperly displayed - 2						
	NAP - 1						
	*Not secure - 6						
Insignia:	Missing - 2						
	NAP - 1						
	NSS - 1						
Laundry Bag:	Improperly displayed - 2						
	Not displayed - 2						
Mess Equipment:	*Corroded - 4						
	Dirty - 2						
	Dusty - 1						
	Improperly displayed - 2						
	*Rusty - 6						
	*Water in canteen - 3						

L 3204 ARMY-FT. SILL, OKLA.

Figure 2. Individual Weekly Inspection Record, FS Form 302e-R.

NAME _____ ROSTER NO. _____

OCS CLASS NO. _____

PLATOON _____ BTRY _____ BN _____

DATE _____

AUTOBIOGRAPHY

FS Form 290-R
(OCS) Rev 14 Jul 66

Figure 4 ①. Autobiography, FS Form 290-R (cover sheet).

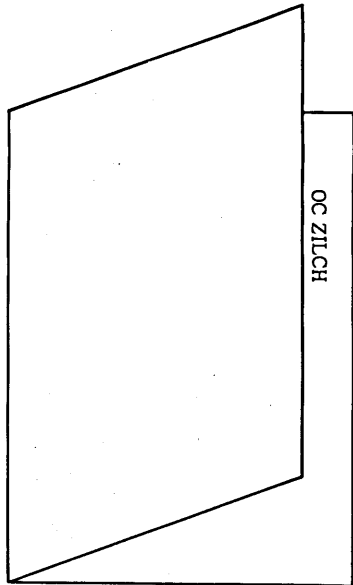
INSTRUCTIONS FOR CANDIDATES

1. Each candidate will prepare, without any outside assistance, an autobiography of several hundred words. It will be written in ink, in his own style and handwriting, with special attention being given to the use of good grammatical construction and correct spelling. It will be written in the first person. Originality in form and manner of presentation of the autobiography is encouraged.

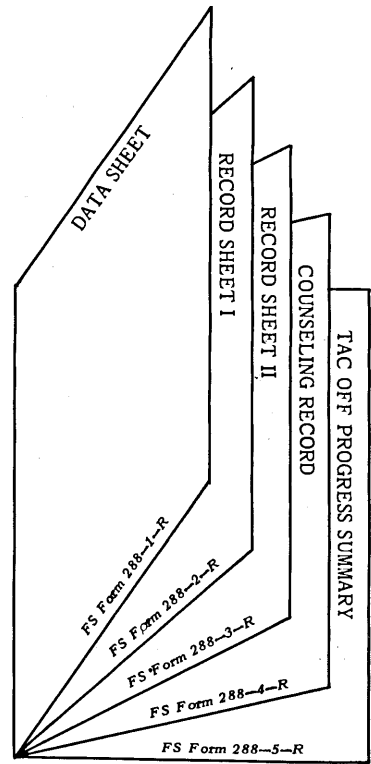
2. It is suggested that following points be included in the contents:

- a. Date and place of birth.
- b. Family:
 - (1) Birthplace of parents (if naturalized, when and how)
 - (2) Present vocation, location and status (separated, divorced) of parents
 - (3) Present age, vocation, and location of brothers and sisters
 - (4) Your marital status, and location of wife, if applicable
 - (5) The past and present association between the members of your family
- c. Education:
 - (1) Grammar school, high school, college (overall grade average), post graduate and night school education, and location
 - (2) Scholarships, awards, etc.
 - (3) Why any schooling was not completed, if applicable
- d. Activities:
 - (1) Athletics (participant or associated)
 - (2) Plays, debating, newspaper, etc
 - (3) Hobbies
- e. Financial background:
 - (1) How schooling was financed
 - (2) Past and present financial condition
- f. Civilian experience:
 - (1) Where worked, type of job, salary
 - (2) Time on each job, promotions, reasons for changing jobs
 - (3) Experience leading, supervising, and handling others
- g. Military experience:
 - (1) Cadet, ROTC, NG, RA, US, background
 - (2) Under what circumstances entered reserve and/or active military service

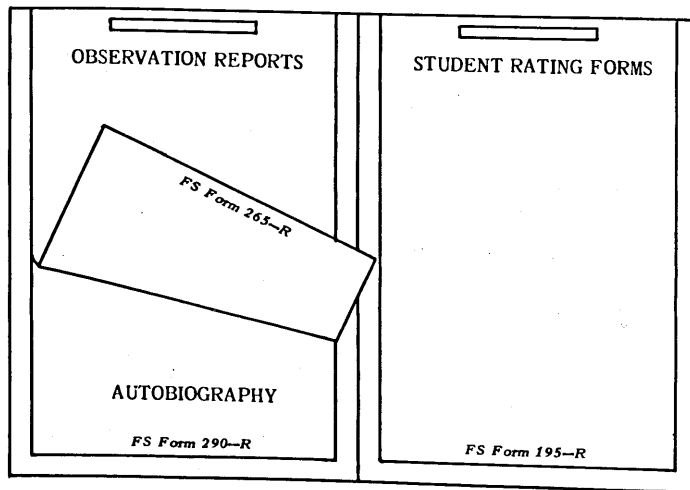
- (3) MOS, training, duties, promotions, units, assignments, decorations
- (4) Why applied and how selected for Artillery OCS



OFFICER CANDIDATE FOLDER
(OUTSIDE)



OFFICER CANDIDATE FOLDER
(INSERT)



OFFICER CANDIDATE FOLDER
(INSIDE)

Figure 5. Composition of a candidate file folder.

STUDENT RATING FORM

CONFIDENTIAL RECORD

U. S. ARMY ARTILLERY
AND MISSILE
OFFICER CANDIDATE SCHOOL
FORT SILL, OKLAHOMA

CANDIDATE.....

CLASS..... WEEK.....

BTRY..... PLT.....

a	b	c	d

CONTEMPORARY

L 157 ARMY-FT. SILL, OKLA.

FS FORM 195
Rev 30 Jan 57

Figure 6. Student Rating Form, FS Form 195 (cover sheet).

STUDENT RATING FORM

1. Name of Rated OC (Last, First, MI)	2. Class	3. Btry/Bn	4. Student #
---------------------------------------	----------	------------	--------------

5. PERSONAL QUALITIES

RATED QUALITY	RATING*	Was there room for improvement since the last rating?	Did he improve, decline, remain the same?
a. Adaptability (Adjusts to new or changing situations and stresses; bears up under mental or physical pressures).			
b. Ambition (Demonstrates the desire to succeed; seeks the greatest responsibilities commensurate with his abilities).			
c. Bearing (Creates, by his bearing and appearance, the impression of being a leader).			
d. Cooperation (Works in harmony with others as a team member).			
e. Decisiveness (Makes decisions promptly, based on sound judgment; announces them clearly and forcefully).			
f. Dependability (Carries out to the best of his abilities and understanding all requirements placed upon him).			
g. Enthusiasm (Motivates others by his zeal).			
h. Expression (Expresses himself clearly and concisely, both orally and in writing).			
i. Initiative (Takes necessary and appropriate actions on his own; accomplishes assigned missions in the absence of normal means and methods).			
j. Integrity (Practices absolute honesty and truthfulness at all times; stands for what is right in the face of popular disfavor, and does not compromise principle for popularity).			
k. Intelligence (Acquires knowledge and grasps concepts readily).			
l. Justice (Deals fairly and impartially with all his peers and subordinates, without demonstrating any favor or disfavor toward any).			

(CONTINUED ON REVERSE)

FS Form 195-R (Insert)
 (OCB) Rev 17 Sep 68

Figure 7. Student Rating Form (Insert), FS Form 195-R.

5. PERSONAL QUALITIES (Cont'd)			
	RATING*	Was there room for improvement since the last rating?	Did he improve, decline, remain the same?
m. Knowledge (Demonstrates understanding of military subjects and current events essential to his continued development as a professional officer).			
n. Loyalty (Renders faithful and willing support, by word and deed, to superiors and subordinates alike).			
o. Physical Fitness (Maintains an appropriate level of physical fitness).			
p. Self-Discipline (Conducts himself in accordance with accepted standards of behavior, both on and off duty).			
q. Self-Improvement (Seeks to recognize and correct personal and professional weaknesses and shortcomings).			
r. Tact (Says or does what is appropriate without creating unnecessary offense).			
s. Understanding (Understands the problems and qualifications of his subordinates; seeks to use their talents as effectively as possible, and to assist them in their solutions of their problems).			
t. Unselfishness (Avoids providing for his own comfort and personal advancement at the expense of others; gives credit for achievements to the individuals responsible).			
* S = Satisfactory U=Unsatisfactory			
6. DESCRIPTION OF PERFORMANCE			
(Mandatory for top and bottom ten percents of the rated group, and for any member of the group receiving a rating of "U" on any quality in part 5; optional for all other members of the group.)			

Figure 7. Student Rating Form (Insert), FS Form 195-R--continued.

Rated O/C:

7a. Leadership Performance			8. Service Preference	
OUTSTANDING	100		A I would seek to give command of my battery to an officer with his qualifications.	
EXCEPTIONAL	96-99.9			
SUPERIOR	90-95.9			
ADEQUATE	83-89.9		B I would be satisfied to give command of my battery to an officer of his qualifications.	
	74-82.9			
MARGINAL	70-73.9		C I would not desire to give command of my battery to an officer of his qualifications.	
	66-69.9			
INADEQUATE	0-65.9		9. RATED _____ OF _____ CANDIDATES	
b. Since the last rating period, this candidate's ability to lead has (improved) (declined) (remained the same).			10. Class of Rating O/C	11. Date
c. This candidate (is) (is not) qualified to be commissioned.*				
12. Name of Rating O/C (Last, First, MI)			13. Signature of Rating O/C	

*Completed only during 20th week rating.

L673 Army-Ft. Sill, Okla.

Figure 7. Student Rating Form (Insert), FS Form 195-R--continued.

Rated O/C:

7a. Leadership Performance			8. Service Preference	
OUTSTANDING	100		A I would seek to give command of my battery to an officer with his qualifications.	
EXCEPTIONAL	96-99.9			
SUPERIOR	90-95.9		B I would be satisfied to give command of my battery to an officer of his qualifications.	
ADEQUATE	83-89.9			
	74-82.9			
MARGINAL	70-73.9		C I would not desire to give command of my battery to an officer of his qualifications.	
	66-69.9			
INADEQUATE	0-65.9		9. RATED _____ OF _____ CANDIDATES	
b. Since the last rating period, this candidate's ability to lead has (improved) (declined) (remained the same).			10. Class of Rating O/C	11. Date
c. This candidate (is) (is not) qualified to be commissioned.*				
12. Name of Rating O/C (Last, First, MI)			13. Signature of Rating O/C	

*Completed only during 20th week rating.

L673 Army-Ft. Sill, Okla.

4

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 TECHNICAL LIBRARY
 USAFAS SNOW HALL
 FORT SILL, OKLA. 73503

Figure 7. Student Rating Form (Insert), FS Form 195-R--continued.

CLASS _____
STUDENT RATING
ORDER OF MERIT WORKSHEET

1.	_____	26.	_____
2.	_____	27.	_____
3.	_____	28.	_____
4.	_____	29.	_____
5.	_____	30.	_____
6.	_____	31.	_____
7.	_____	32.	_____
8.	_____	33.	_____
9.	_____	34.	_____
10.	_____	35.	_____
11.	_____	36.	_____
12.	_____	37.	_____
13.	_____	38.	_____
14.	_____	39.	_____
15.	_____	40.	_____
16.	_____	41.	_____
17.	_____	42.	_____
18.	_____	43.	_____
19.	_____	44.	_____
20.	_____	45.	_____
21.	_____	46.	_____
22.	_____	47.	_____
23.	_____	48.	_____
24.	_____	49.	_____
25.	_____	50.	_____

Figure 8. Student rating order of merit worksheet.

51.	_____	76.	_____
52.	_____	77.	_____
53.	_____	78.	_____
54.	_____	79.	_____
55.	_____	80.	_____
56.	_____	81.	_____
57.	_____	82.	_____
58.	_____	* 83.	_____
59.	_____	84.	_____
60.	_____	85.	_____
61.	_____	86.	_____
62.	_____	87.	_____
63.	_____	88.	_____
64.	_____	89.	_____
65.	_____	90.	_____
66.	_____	91.	_____
67.	_____	92.	_____
68.	_____	93.	_____
69.	_____	94.	_____
70.	_____	95.	_____
71.	_____	96.	_____
72.	_____	97.	_____
73.	_____	98.	_____
74.	_____	99.	_____
75.	_____	100.	_____

Figure 8. Student rating order of merit worksheet--continued.

OBSERVATION REPORT - DISMOUNTED DRILL/PHYSICAL TRAINING

1. OC Name _____	2. Plt/Btry/Bn _____	3. Date _____																																																																																								
4. (FM) (TM) _____	5. Para _____	6. Subject _____																																																																																								
<table style="width:100%; border-collapse: collapse;"> <thead> <tr> <th style="width:80%;"></th> <th style="width:10%; text-align: center;"><u>Max</u></th> <th style="width:10%; text-align: center;"><u>Points</u></th> <th style="width:10%; text-align: center;"><u>Cuts</u></th> </tr> </thead> <tbody> <tr> <td>7. Evaluation of Instruction</td> <td style="text-align: center;">(2)</td> <td></td> <td style="text-align: center;">_____</td> </tr> <tr> <td> a. Proper Reporting Procedures</td> <td></td> <td></td> <td style="text-align: center;">_____</td> </tr> <tr> <td> b. MOI</td> <td></td> <td></td> <td style="text-align: center;">_____</td> </tr> <tr> <td> (1) Instructor by the numbers (Explanation of movements)</td> <td style="text-align: center;">(10)</td> <td></td> <td style="text-align: center;">_____</td> </tr> <tr> <td> (2) Instructor at normal cadence</td> <td style="text-align: center;">(10)</td> <td></td> <td style="text-align: center;">_____</td> </tr> <tr> <td> (3) Class by the numbers (Explanation) (Corrections)</td> <td style="text-align: center;">(10)</td> <td></td> <td style="text-align: center;">_____</td> </tr> <tr> <td> c. Presentation</td> <td></td> <td></td> <td style="text-align: center;">_____</td> </tr> <tr> <td> (1) Military bearing</td> <td style="text-align: center;">(5)</td> <td></td> <td style="text-align: center;">_____</td> </tr> <tr> <td> (2) Enthusiasm</td> <td style="text-align: center;">(5)</td> <td></td> <td style="text-align: center;">_____</td> </tr> <tr> <td> (3) Knowledge of subject</td> <td style="text-align: center;">(5)</td> <td></td> <td style="text-align: center;">_____</td> </tr> <tr> <td> (4) Control of class</td> <td style="text-align: center;">(5)</td> <td></td> <td style="text-align: center;">_____</td> </tr> <tr> <td> (5) Cover the material thoroughly</td> <td style="text-align: center;">(5)</td> <td></td> <td style="text-align: center;">_____</td> </tr> <tr> <td> (6) Confidence and poise</td> <td style="text-align: center;">(5)</td> <td></td> <td style="text-align: center;">_____</td> </tr> <tr> <td> d. Command Voice</td> <td></td> <td></td> <td style="text-align: center;">_____</td> </tr> <tr> <td> (1) Voice control</td> <td style="text-align: center;">(5)</td> <td></td> <td style="text-align: center;">_____</td> </tr> <tr> <td> (2) Distinctive</td> <td style="text-align: center;">(2)</td> <td></td> <td style="text-align: center;">_____</td> </tr> <tr> <td> (3) Inflection</td> <td style="text-align: center;">(2)</td> <td></td> <td style="text-align: center;">_____</td> </tr> <tr> <td> (4) Proper cadence</td> <td style="text-align: center;">(2)</td> <td></td> <td style="text-align: center;">_____</td> </tr> <tr> <td> (5) Snap</td> <td style="text-align: center;">(2)</td> <td></td> <td style="text-align: center;">_____</td> </tr> <tr> <td> e. Effectiveness of the Instruction</td> <td style="text-align: center;">(15)</td> <td></td> <td style="text-align: center;">_____</td> </tr> <tr> <td colspan="2" style="text-align: right; padding-top: 10px;">Total Cuts</td> <td></td> <td style="text-align: center;">_____</td> </tr> </tbody> </table>				<u>Max</u>	<u>Points</u>	<u>Cuts</u>	7. Evaluation of Instruction	(2)		_____	a. Proper Reporting Procedures			_____	b. MOI			_____	(1) Instructor by the numbers (Explanation of movements)	(10)		_____	(2) Instructor at normal cadence	(10)		_____	(3) Class by the numbers (Explanation) (Corrections)	(10)		_____	c. Presentation			_____	(1) Military bearing	(5)		_____	(2) Enthusiasm	(5)		_____	(3) Knowledge of subject	(5)		_____	(4) Control of class	(5)		_____	(5) Cover the material thoroughly	(5)		_____	(6) Confidence and poise	(5)		_____	d. Command Voice			_____	(1) Voice control	(5)		_____	(2) Distinctive	(2)		_____	(3) Inflection	(2)		_____	(4) Proper cadence	(2)		_____	(5) Snap	(2)		_____	e. Effectiveness of the Instruction	(15)		_____	Total Cuts			_____
	<u>Max</u>	<u>Points</u>	<u>Cuts</u>																																																																																							
7. Evaluation of Instruction	(2)		_____																																																																																							
a. Proper Reporting Procedures			_____																																																																																							
b. MOI			_____																																																																																							
(1) Instructor by the numbers (Explanation of movements)	(10)		_____																																																																																							
(2) Instructor at normal cadence	(10)		_____																																																																																							
(3) Class by the numbers (Explanation) (Corrections)	(10)		_____																																																																																							
c. Presentation			_____																																																																																							
(1) Military bearing	(5)		_____																																																																																							
(2) Enthusiasm	(5)		_____																																																																																							
(3) Knowledge of subject	(5)		_____																																																																																							
(4) Control of class	(5)		_____																																																																																							
(5) Cover the material thoroughly	(5)		_____																																																																																							
(6) Confidence and poise	(5)		_____																																																																																							
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(3) Inflection	(2)		_____																																																																																							
(4) Proper cadence	(2)		_____																																																																																							
(5) Snap	(2)		_____																																																																																							
e. Effectiveness of the Instruction	(15)		_____																																																																																							
Total Cuts			_____																																																																																							
8. Performance	a. Grade	b. Score (100-Total Cuts) _____																																																																																								
9. Comments _____ _____ _____ <div style="text-align: right; margin-right: 100px;">_____</div> <p align="right">Tactical Officer</p>																																																																																										
10. Grading Scale	6 Outstanding 96 - 100	5 Exceptional 91 -95	4 Superior 86 - 90																																																																																							
3 Excellent 80 - 85	2 Effectual 74 - 79	1 Marginal 66 - 73	0 Inadequate 0 - 65																																																																																							
11. OC Initials _____		12. Date _____																																																																																								

FS Form 619b-R
(OCB) 15 Mar 67

L879 Army-Ft. Sill, Okla.

Figure 9. Observation Report--Dismounted Drill/Physical Training, FS Form 619b-R.

OBSERVATION REPORT

1. Name of Rated OC (Last, First MI)			2. Position
3. Class	4. Btry/Bn	5. Academic wk	6. Dates Position Held

7. DESCRIPTION OF PERFORMANCE

a. Rater:

b. Indorser:

FS Form 265-R
(OCB) Rev 22 Jun 67

Figure 10. Observation Report, FS Form 265-R.

OUTSTANDING PERFORMANCE REPORT	
THRU: Commanding Officer, Officer Candidate Brigade	
THRU: Commanding Officer _____ Bn, Officer Candidate Brigade	
TO: Commanding Officer, Btry _____, _____ Bn, FAOCC _____	
1. O/C (Print)	Last Name First MI
2. Duty performed:	
3. Duration of observation:	
4. Date of observation:	
5. Training schedule file number:	
6. Remarks:	
7. Name of rater (print)	
8. Signature	
9. Dept Unit	10. Phone

FS Form 287-R
(OCB) 15 Mar 67

OUTSTANDING PERFORMANCE REPORT	
THRU: Commanding Officer, Officer Candidate Brigade	
THRU: Commanding Officer _____ Bn, Officer Candidate Brigade	
TO: Commanding Officer, Btry _____, _____ Bn, FAOCC _____	
1. O/C (Print)	Last Name First MI
2. Duty performed:	
3. Duration of observation:	
4. Date of observation:	
5. Training schedule file number:	
6. Remarks:	
7. Name of rater (print)	
8. Signature	
9. Dept Unit	10. Phone

FS Form 287-R
(OCB) 15 Mar 67

Figure 11. Outstanding Performance Report, FS Form 287-R.

THE UNITED STATES ARMY ARTILLERY AND MISSILE OFFICER CANDIDATE SCHOOL RECORD (FINAL GRADES AND STANDINGS)					
OC _____ Class _____ Disposition _____					
ASN _____ DOB _____ HOR _____					
FINAL GRADES	FINAL STANDINGS				
Artillery Transport Department _____	Academics /				
Target Acquisition Department _____	Leadership /				
Communications/Electronics Department _____	Student Rating Forms /				
Tactics/Combined Arms Department _____	Overall /				
OCS Command Department _____	FINAL OVERALL GRADE _____				
Gunnery Department _____	REMARKS:				
Academics _____	1. High School GED <table border="1" style="float: right; text-align: center;"><tr><th>Yes</th><th>No</th></tr><tr><td> </td><td> </td></tr></table>	Yes	No		
Yes	No				
Leadership _____	2. College Option <table border="1" style="float: right; text-align: center;"><tr><td> </td><td> </td></tr></table>				
Student Rating Forms _____	3. Cert. of Proficiency Date _____				
	4. NCO Academy Credit <table border="1" style="float: right; text-align: center;"><tr><td> </td><td> </td></tr></table>				
	Basic <table border="1" style="float: right; text-align: center;"><tr><td> </td><td> </td></tr></table>				
	Senior <table border="1" style="float: right; text-align: center;"><tr><td> </td><td> </td></tr></table>				
	Date _____				
	(CONTINUE ON REVERSE)				

FS Form 288-R
(OCS) Rev 1 Feb 67

REMARKS:	
----------	--

L1318 Army-Ft. Sill, Okla.

Figure 12. The United States Army Artillery and Missile Officer Candidate School Record (Final Grades and Standings), FS Form 288-R.

DATA SHEET

1. Full Name			2. Class	Plt/Btry/Bn	Sec Nr	Stu Nr
3. ASN		4. SSN				
5. ID Card Nr		6. DOB	7. Age			
8. Place of Birth		9. Religious Preference		10. Permanent Home Address/HOR		
11. Address NOK (Zip, Tel Nr)				12. Address Wife (Zip, Tel Nr)		
13. Dependents (Name, Age, Relationship)				14. Civilian Job(s)		
15. Colleges Attended (in order)			Location	Years Attended	Degree	
16. High School GED <input type="checkbox"/> Yrs _____ Grad <input type="checkbox"/>			17. College GED <input type="checkbox"/> Yrs _____ Grad <input type="checkbox"/> Option <input type="checkbox"/>			
18. Mathematics HS Alg <input type="checkbox"/> HS Geom <input type="checkbox"/> HS Trig <input type="checkbox"/> Coll Alg <input type="checkbox"/> Coll Trig <input type="checkbox"/> Coll Calc <input type="checkbox"/>						
19. BPED		20. Recruiting Station		21. Reception Station Opt Yes <input type="checkbox"/> No <input type="checkbox"/>		22. Entry Grade/Rank
23. Branch		24. Prior Service Comp _____ Yrs _____ Mos _____ Highest Grade _____			25. Active Duty Yrs _____ Mos _____	
26. Inactive Duty NG <input type="checkbox"/> ER <input type="checkbox"/> Yrs _____ Mos _____			27. Foreign Duty (Location, months)			
28. OCS Application Mo/Yr _____ BCT <input type="checkbox"/> AIT <input type="checkbox"/> AD <input type="checkbox"/> Location _____						
29. AA/Source Command		30. Waiver(s)		31. PMOS/SMOS(s)		32. Job Title
33. OCS 1st Preference		34. OCS 2d Preference		35. OCS 3d Preference		36. Entry Date
37. BCT Installation (Mo/Yr completed)			38. AIT (CST) Installation (Mo/Yr Completed)			
39. Address Last Assignment			40. Address Next Assignment			

FS Form 288-1-R
(OCS) Rev 9 Mar 67

Figure 13. Data Sheet, FS Form 288-1-R.

RECORD SHEET I

1. DEMERITS																									
Week		1	2	3	4	5	6	7	8	9	10	11	12	13	14	15	16	17	18	19	20	21	22	23	
Weekly Demerits																									
Rating Period Totals																									
2. CORRECTIVE ACTION																									
Tours Carried Forward																									
Category																									
Ordinary Tours																									
Special Tours																									
Special Restrictions																									
Weekly Totals																									
3. OBSERVATION REPORTS		Inadequate 0-65 Marginal 66-73					Adequate 74-89 Superior 90-95					Exceptional 96-99 Outstanding 100													
POSITION	WEEK	1	2	3	4	5	6	7	8	9	10	11	12	13	14	15	16	17	18	19	20	21	22	23	
BFC/BnFC																									
BnCO																									
BnXO																									
Bn Staff																									
Bn SGM																									
Asst Bn Staff																									
Btry Cmdr																									
XO																									
AXO																									
LnO																									
FO (Plat Ldr)																									
ISG																									
CFB																									
Recon Sgt (PSG)																									
FD Computer (Tng NCO)																									
Ammo Chief																									
Comm Sgt (CI NCO)																									
Supply Sgt																									
Section Chief																									
DD																									
PT																									
GEN																									

FS Form 288-2-R
(OC Bde) Rev 29 Oct 68

Figure 14. Record Sheet I, FS Form 288-2-R.

Quality	S = Satisfactory			U = Unsatisfactory		
	Week Rated					
	7th	15th	20th	7th	15th	20th
a. Adaptability (Adjusts to new or changing situations and stresses; bears up under mental or physical pressures.)						
b. Ambition (Demonstrates the desire to succeed; seeks the greatest responsibilities commensurate with his abilities.)						
c. Bearing (Creates, by his bearing and appearance, the impression of being a leader.)						
d. Cooperation (Works in harmony with others as a team member.)						
e. Decisiveness (Makes decisions promptly, based on sound judgment; announces them clearly and forcefully.)						
f. Dependability (Carries out to the best of his abilities and understanding all requirements placed upon him.)						
g. Enthusiasm (Motivates others by his zeal.)						
h. Expression (Expresses himself clearly and concisely, both orally and in writing.)						
i. Initiative (Takes necessary and appropriate actions on his own; accomplishes assigned missions in the absence of normal means and methods.)						
j. Integrity (Practices absolute honesty and truthfulness at all times; stands for what is right in the face of popular disfavor, and does not compromise principle for popularity.)						
k. Intelligence (Acquires knowledge and grasps concepts readily.)						
l. Justice (Deals fairly and impartially with all his peers and subordinates, without demonstrating any favor or disfavor toward any.)						
m. Knowledge (Demonstrates understanding of military subjects and current events essential to his continued development as a professional officer.)						
n. Loyalty (Renders faithful and willing support, by word and deed, to superiors and subordinates alike.)						
o. Physical Fitness (Maintains an appropriate level of physical fitness.)						
p. Self-Discipline (Conducts himself in accordance with accepted standards of behavior, both on and off duty.)						
q. Self-Improvement (Seeks to recognize and correct personal and professional weaknesses and shortcomings.)						
r. Tact (Says or does what is appropriate without creating unnecessary offense.)						
s. Understanding (Understands the problems and qualifications of his subordinates; seeks to use their talents as effectively as possible, and to assist them in their solutions of their problems.)						
t. Unselfishness (Avoids providing for his own comfort and personal advancement at the expense of others; gives credit for achievements to the individuals responsible.)						

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Figure 14. Record Sheet I, FS Form 288-2-R--continued.

RECORD SHEET II

I. OVERALL STANDINGS				WEEK				
				7	15	20	OC 501	FINAL
INDIVIDUAL'S LEADERSHIP GRADE								
BATTERY AVERAGE LEADERSHIP GRADE								
BATTERY LEADERSHIP STANDING								
CLASS LEADERSHIP STANDING								
INDIVIDUAL'S SRF GRADE								
BATTERY AVERAGE SRF GRADE								
BATTERY SRF STANDING								
CLASS SRF STANDING								
INDIVIDUAL'S CUMULATIVE ACADEMIC AVERAGE								
BATTERY AVERAGE ACADEMIC GRADE								
BATTERY ACADEMIC STANDING								
CLASS ACADEMIC STANDING								
INDIVIDUAL'S CUMULATIVE OVERALL AVERAGE								
BATTERY CUMULATIVE OVERALL AVERAGE								
BATTERY OVERALL STANDING								
CLASS OVERALL STANDING								
2. SRF SERVICE PREFERENCE				7TH	15TH	20TH		
a. I would seek to give command of my battery to an officer with his qualifications.								
b. I would be satisfied to give command of my battery to an officer with his qualifications.								
c. I would not desire to give command of my battery to an officer with his qualifications.								
3. PCPT SCORES								
Date	Score	Remarks	Battery	Standing	Class	Standing		
			/		/			
			/		/			
			/		/			
4. FINAL SCORES								
ATD	OCS			Leadership				
TAD	TCAD			SRF				
C/E	GD			Overall				

FS Form 288-3-R
(OC Bde) Rev 29 Oct 68

Figure 15. Record Sheet II, FS Form 288-3-R.

DEFINITION OF TERMS

A. INADEQUATE: (0-65.9) This category applies to those officer candidates who have not displayed a capability for performing the duties and responsibilities of a commissioned officer. It also applies to those officer candidates who have probably reached their peak of development and whose capabilities for accepting additional responsibility are considered to be restricted to their present inadequate level of performance. Such officer candidates are probably unable to handle duties of increased scope and responsibility; therefore, they will be considered for either turnback or possible relief.

B. MARGINAL: (66-69.9 and 70-73.9) This category applies to officer candidates who are developing at a slower rate than the majority of their contemporaries. Officer candidates who are included in this category are designated as individuals who require extensive counseling to improve their leadership performance. These officer candidates will be told their shortcomings and how they can best be corrected. A decision will be made as to whether this can be accomplished in their present battery or whether a turnback is required in order to develop further their leadership ability. Candidates placed in this category will be distributed between the two brackets based on relative performance. Those included in the 66-69.9 bracket may be relieved if they fall in this bracket repeatedly and fail to demonstrate either significant progress or a positive and receptive attitude. Those included in the 70-73.9 bracket may either be retained in their present battery or turned back for additional leadership training.

C. ADEQUATE: (74-82.9 and 83-89.9) This category applies to those officer candidates who, while performing in an acceptable manner, have failed to distinguish themselves by their demonstrated leadership abilities. Those included in the 74-82.9 bracket are capable of assuming more and greater responsibilities; however, they must apply themselves more conscientiously to their duties, and must be frequently counseled in order to improve their performance in the fundamentals of leadership. Those included in the 83-89.9 bracket are accomplishing all assigned duties, and have demonstrated no major leadership deficiencies. They seldom do more than is required, yet never fail to do their fair share.

D. SUPERIOR: (90-95.9) This category applies to the more promising officer candidates who have all the personal and professional qualifications which will enable them to accept greater responsibilities.

E. EXCEPTIONAL: (96-99.9) This category applies to the officer candidates who have demonstrated extraordinary performance in all assigned duties. These officer candidates will have demonstrated effectiveness in all the phases of the OCS program to the extent that they are well to the front of their class.

F. OUTSTANDING: (100) This category is reserved for the officer candidate who stands head and shoulders above his contemporaries in every aspect of OCS. He will be the primary motivating force within the platoon or battery whether he occupies a leadership position or not.

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APPENDIX B

SAMPLE CORRESPONDENCE

The purpose of this appendix is to present a standard format for the preparation of necessary correspondence in connection with requests for turnback, administrative hold, and relief and appeal of relief (turnback).

- a. Administrative Hold, figure 19.
- b. Request for Voluntary Turnback, figure 20.
- c. Request for Voluntary Relief, figure 21.
- d. Appeal of Relief (turnback), figure 22.

DISPOSITION FORM

(AR 340-15)

REFERENCE OR OFFICE SYMBOL

SUBJECT

AKPSIAS-OC-A1

Administrative Hold

TO CO, 1st Bn, OC Bde

FROM CO, Btry A, 1st Bn,
OC Bde

DATE 31 Jan 69 CMT 1
CPT Sexton/sh/1-6870

1. Request that Officer Candidate Jacks, James J., Btry A, 1st Bn, OCC ___-69 be placed on administrative hold.
2. (Give short synopsis of reason for request. Include documents available to support the request and the expected length of status.)

SAM S. SEXTON
CPT, FA
Commanding

AKPSIAS-OC-BN1 (31 Jan 69)

TO CO, OC Bde
ATTN: DCO

FROM CO, 1st Bn, OC Bde

DATE 31 Jan 69 CMT 2
MAJ Johns/sh/1-6224

1. (Recommendation.)
2. (Remarks.)

JERRY J. JOHNS
MAJ, FA
Commanding

DA FORM 2496
1 FEB 62

REPLACES DD FORM 96, EXISTING SUPPLIES OF WHICH WILL BE
ISSUED AND USED UNTIL 1 FEB 63 UNLESS SOONER EXHAUSTED.

* U.S. GOVERNMENT PRINTING OFFICE: 1962 O-707-911

Figure 19. Request for administrative hold and comment 2, approval.

DISPOSITION FORM

(AR 340-15)

REFERENCE OR OFFICE SYMBOL

AKPSIAS-OC-X2

SUBJECT

Request for Voluntary Turnback

TO CO, Btry X, 2d Bn, OC Bde FROM O/C Doe, John J DATE 31 Jan 69 CMT 1
RA 00 000 000
Btry X, 2d Bn, OC Bde
Class 3-69

I request voluntary turnback for academic deficiencies because my present academic performance is below average and, given another opportunity, I could improve my overall academic average.

JOHN J. DOE
RA 00 000 000
O/C, Btry X, 2d Bn, OC Bde

AKPSIAS-OC-X2

TO CO, 2d Bn, OC Bde FROM CO, Btry X, DATE 31 Jan 69 CMT 2
2d Bn, OC Bde

1. (Recommendation.)
2. (Summary of O/C's performance and reason for recommendation given.)

JOHN J. BLANK
CPT, FA
Commanding

AKPSIAS-OC-BN2

TO DCO, OC Bde FROM CO, 2d Bn, DATE 31 Jan 69 CMT 3
OC Bde

1. (Recommendation.)
2. (Reason for recommendation given.)

JOHN J. PRESTON
MAJ, FA
Commanding

Note: An involuntary turnback will be initiated by the Battery Commander.

DA FORM 2496
1 FEB 62

REPLACES DD FORM 96, EXISTING SUPPLIES OF WHICH WILL BE ISSUED AND USED UNTIL 1 FEB 63 UNLESS SOONER EXHAUSTED. * U.S. GOVERNMENT PRINTING OFFICE : 1962 O-707-911

Figure 20. Request for voluntary turnback and comments 2 and 3.

DISPOSITION FORM

(AR 340-15)

REFERENCE OR OFFICE SYMBOL	SUBJECT
AKPSIAS-OC-X1	Request for Voluntary Relief

TO CO, X1, OC Bde FROM O/C Doe, John J DATE 31 Jan 69 CMT 1
RA 00 000 000
Btry X, 1st Bn, OC Bde

I would like to be relieved from OCS for the following reasons:

(Give reasons)

JOHN J. DOE
RA 00 000 000
O/C, X Btry, 1st Bn, OC Bde

AKPSIAS-OC-X (31 Jan 69)

TO CO, 1st Bn, OC Bde FROM CO, X1, OC Bde DATE 31 Jan 69 CMT 2

1. (Recommendation.)
2. (Reasons for recommendation and remarks.)

NED N. NICE
CPT, FA
Commanding

AKPSIAS-OC-BN1 (31 Jan 69)

TO CO, OC Bde FROM CO, 1st Bn DATE 31 Jan 69 CMT 3
OC Bde

1. (Recommendation.)
2. (Reason for recommendation and remarks.)

JAMES J. BLANK
MAJ, FA
Commanding

Note: A recommendation for involuntary relief will be initiated by the Battery Commander.

DA FORM 2496
1 FEB 62

REPLACES DD FORM 96, EXISTING SUPPLIES OF WHICH WILL BE ISSUED AND USED UNTIL 1 FEB 63 UNLESS SOONER EXHAUSTED. * U.S. GOVERNMENT PRINTING OFFICE: 1962 O-707-911

Figure 21. Request for voluntary relief and comments 2 and 3.

DISPOSITION FORM

(AR 340-15)

REFERENCE OR OFFICE SYMBOL

AKPSIAS-OC-X1

SUBJECT

Appeal of Relief (Turnback)

TO CO, X Btry, 1st Bn, OC Bde FROM O/C Doe, John J DATE 31 Jan 69 CMT 1
RA 00 000 000
Btry X, 1st Bn, OC Bde

1. This appeal is submitted for review and consideration relative to action taken on my relief (turnback) which was effective 5 August 1968.
2. (Brief summary by O/C of reasons he feels he should not be relieved.)
(or turnback)

JOHN J. DOE
RA 00 000 000
O/C, Btry X, 1st Bn

AKPSIAS-OC-X1 (31 Jan 69)

TO CO, 1st Bn, OC Bde FROM CO, Btry X, DATE 31 Jan 69 CMT 2
1st Bn, OC Bde

1. This appeal is submitted for review and consideration relative to action taken on O/C Doe.
2. (Brief resume and recommendation by Battery CO.)

NED N. NICE
CPT, FA
Commanding

AKPSIAS-OC-BN1 (31 Jan 69)

TO CO, -OC Bde FROM CO, 1st Bn, DATE 31 Jan 69 CMT 3
OC Bde

(Recommendation)

PRESTON E. LECKIE
LTC, FA
Commanding

DA FORM 2496
1 FEB 62

REPLACES DD FORM 96, EXISTING SUPPLIES OF WHICH WILL BE
ISSUED AND USED UNTIL 1 FEB 63 UNLESS SOONER EXHAUSTED. * U.S. GOVERNMENT PRINTING OFFICE : 1962 O-707-911

Figure 22. Appeal of relief (turnback) and comments 2, 3, and 4.

AKPSIAS-OC-CO, Doe, John J., RA 00 000 000, (Date of CMT 1)
SUBJECT: Appeal of Relief

TO Asst Comdt, USAFAS,

FROM CO, OC Bde

DATE _____ CMT 4

(Comments)

Name
Rank, Branch
Title

Note: Comment 4 is applicable only in relief cases.

Figure 22. Appeal of relief and comments 2, 3, and 4--continued.

APPENDIX C

RETREAT CEREMONIES

1. PURPOSE

The purpose of this appendix is to outline procedures and responsibilities for the preparation and awarding of decorations to officer candidates and cadre in the event that a review is not scheduled.

2. SITE

- a. For field grade officers, the ceremony will be conducted east of building 3166.
- b. For company grade officers, officer candidates, and enlisted men assigned to brigade headquarters the ceremony will be conducted east of building 3166.
- c. For company grade officers, officer candidates, and enlisted men assigned to the battalions the ceremony will be conducted in the respective battalion's quadrangle.

3. COMPOSITION

In addition to the person(s) to be decorated, the ceremony will include the following:

- a. One OC battalion commander, with his staff, as commander of troops.
- b. A color guard and bearers, escorted by the senior participating battery.
- c. One or more officer candidate batteries (to be scheduled by the S3, Officer Candidate Brigade).

4. RESPONSIBILITIES

a. Brigade S1. The adjutant is responsible for obtaining the award or decoration and forwarding it to the S3, Officer Candidate Brigade.

b. Brigade S3.

(1) The plans officer requests and provides transportation for a photographer for the event and designates the batteries to participate.

(2) The operations officer notifies the participating units and the individuals concerned and their unit or section of the time and location of the ceremony.

(3) The OIC of reviews (Instructor Division) arranges for audiovisual support, consisting of a PA system and music. He briefs the color guard, color battery, commander of troops, person(s) to be decorated, as well as the other participants, prior to the ceremony and has the awards and citations brought to the ceremony.

c. The commander of troops (OC) is responsible for being familiar with the conduct of the ceremony and for insuring that the members of his staff understand their functions.

5. SEQUENCE OF EVENTS

a. H-Hour (1630). The color guard, escorted by the senior participating battery, receives the colors from brigade headquarters.

- b. H+15. The participating batteries move into place.
- c. H+17. The batteries render honors to the colors on command of the commander of troops.
- d. H+20. The Brigade Commander and his party move to their positions. The commander of troops reports to the Brigade Commander.
- e. H+21. The person(s) to be decorated move to their positions in front of the Brigade Commander.
- f. H+22. The officer candidate adjutant reads the citation and the Brigade Commander presents the award(s).
- g. H+29. Troops are ordered to parade rest.
- h. H+30. Retreat is played while troops are at parade rest.
- i. H+32. The commander of troops calls the participating batteries to attention and commands PRESENT ARMS.
- j. H+34. To the Colors is played.
- k. H+35. The commander of troops commands ORDER ARMS.
- l. H+37. The Brigade Commander directs the commander of troops to dismiss the batteries. At this time, the person(s) decorated march off.
- m. The commander of troops dismisses the batteries.

CONDUCT OF RESERVE COMPONENT CLASSES

1. GENERAL

- a. The purpose of this appendix is to establish a guide for the organization and operation of an officer candidate battery responsible for the training of a Reserve component class.
- b. The current SOP for officer candidates is in effect.
- c. Reference material not included in this appendix is available as indicated in tab 1.

2. CHRONOLOGICAL GUIDE

The control battery commander or the designated tactical officer will coordinate the following:

a. Reporting date minus 4 weeks.

- (1) Physical examinations with the Chief, Scheduling Branch, OC Brigade, USAFAS.
- (2) Assignment of tactical officers and enlisted cadre with the battalion S1.

b. Reporting date minus 2 weeks.

- (1) Have the battery tactical first sergeant begin work on the charts and records.
- (2) Set up billets for the incoming candidates.

(3) Coordinate with the battalion executive officer and the officer candidate battalion commander for seating arrangements in the messhall.

(a) Reserve component classes will be integrated with the regular classes for messing purposes.

(b) The officer candidate battalion mess officer is responsible for seating arrangements and will furnish the tactical battery commander a copy of all seating arrangements.

(c) Class distinction WILL BE maintained at all times.

(4) Coordinate with the battalion S3 for CATO's to assist the tactical staff with processing and orientation week. CATO's will be middle and upper class. The middle class CATO's will remain until the Reserve officer candidates reach middle class status and the upper class will remain until the Reserve officer candidates reach upper class status. CATO's should be changed approximately every 4 weeks.

(5) Coordinate with the battalion S3 and Chief of Scheduling Branch, OC Brigade, for preparation of the in-processing schedule.

(6) Reserve the Artillery Room or the ballroom, FSOOM, for the graduation reception and dance.

c. Reporting date minus 1 week.

(1) Check the processing schedule. Confirm the schedules times for ID photos, quartermaster issue, texts and instruments, and OC Brigade Academic Management, etc., with the battalion S3 and Chief of Scheduling Branch, OC Brigade.

(2) Confirm transportation with the battalion S3.

(3) Assign officers to accompany the class during the first week.

(4) Conduct briefing for CATO's. (Coordinate with battalion S3 for current policies.)

(5) Move CATO's into billets 1 day prior to the reporting date for the Reserve class.

(6) Arrange a meeting with the candidate battalion staff and brief the staff as to the duties and responsibilities concerning the Reserve class. The briefing should include the proper treatment of the officer candidate battery commander at BC Call and observance of the class system; i. e., lower class treated as lower class, etc.

d. Reporting Date.

(1) Insure that all cadre are present.

(2) Have the candidates sign in at the orderly room and assign them to platoons as they report into the battery.

(3) Insure that candidates are not subjected to any physical exertion prior to physical examinations.

(4) Issue the initial distribution to candidates as they sign in.

(5) Issue passes and meal cards.

e. First Week.

(1) Assign the candidate battery staff for the following week. (This should be accomplished each Monday morning and assignments should reach the candidates not later than Tuesday noon. If possible, the BC, XO, and ISG should be quartered separately from the battery when they assume their duties.) Assign candidates to command positions from reporting date through Saturday noon.

(2) Insure that initial interviews are conducted by battery officers.

(3) Brief and prepare the battery for the guidon presentation (tactical executive officer).

(4) Initiate compulsory study hall and closely supervise study habits.

(5) Issue SRF's to candidates on Monday. (SRF's are to be turned in to tactical officers on Monday of the fourth week. This rating period is ungraded.)

(6) Coordinate the ring and calling card showing (should be scheduled during the second week) with the Balfour representative. Insure that invitations will reach candidates at least 3 weeks prior to graduation.

f. Second Week. Supervise the ring and calling card showing.

g. Third Week. Grant pass privileges as appropriate (tactical battery commander) (para 3).

h. Fourth Week.

(1) Order invitations to the graduation reception and dance.

(2) Insure that SRF's are returned on Monday (usually good counseling material).

(3) Issue SRF's for the sixth-week rating period on Saturday for turn-in to the tactical officer on Monday of the sixth week.

i. Fifth Week.

(1) Counsel candidates on their ungraded fourth-week ratings.

(2) Select a song leader from the class for graduation reception activities. Three songs will be sung by the graduating class during the program. The final song will be the "Artillery Song." Weekly practices should be conducted beginning in the sixth week.

j. Sixth Week.

(1) Collect sixth-week SRF's on Monday.

(2) Prepare leadership grades and post entries on FS Forms 288. Forward grades to Brigade Academic Records Branch on Monday.

(3) Forward SRF grades to Brigade Academic Records Branch on Tuesday.

(4) Contact photograph studio and arrange for individual pictures. (The class picture will be scheduled by the battalion S3 but the tactical battery commander must make arrangements.)

(5) Orient battery officers on final evaluation cards to be submitted at the end of the 10th week (tab 2).

k. Seventh Week.

(1) Counsel candidates on standings, academics, and leadership.

(2) Have the candidates submit a guest list for the graduation reception and dance.

(3) Request funds for the reception and dance from the battalion S1.

(4) Submit the VIP guest list to the battalion S1; obtain the name of the guest speaker from the National Guard liaison officer or S3; obtain the names of the Brigade Commander's guests from the S1.

(5) Make all arrangements for the graduation reception and dance through the catering manager, FSOOM Catering Service (tactical XO). Arrangements include--

(a) Confirmation of reservation for the Artillery Room or the ballroom at least 30 days prior to the function.

(b) Ordering a light buffet.

(c) Arranging for head table waiter.

(d) Arranging for table skirts for head and food tables.

(e) Arranging for orchestra.

(6) Issue SRF's for the ninth-week rating period on Saturday for turn-in to the tactical officer on Monday of the ninth week.

l. Eighth Week.

(1) Orient all candidates thoroughly on subjects pertaining to the reception and dance at least 3 weeks prior to the function. Subjects should include--

(a) Uniform for candidates. Class A with red tabs and OCS insignia.

(b) Dress for guests. Suits for male guests and cocktail dresses and gloves for ladies.

(c) Receiving line procedures.

(d) Purpose of the reception.

(e) When and where the reception will be held.

(f) Other general information pertinent to the class.

m. Ninth Week.

(1) Collect ninth-week SRF's on Monday.

(2) Evaluate and compute the ninth-week leadership grades.

(3) Forward leadership grades to the Brigade Academic Records Branch on Monday and SRF's on Thursday.

(4) Make final preparations for the graduation dinner and dance to be held on Thursday of the 11th week (btry XO).

(5) Arrange for the red tab ceremony for attaining upper class status, to be held on Saturday.

n. Tenth Week.

(1) Have the final evaluation cards typed not later than Friday.

(2) Arrange the final clearance line (tactical 1SG) (tab 3).

o. Eleventh Week.

(1) Prepare for the meeting of the Faculty Board.

(a) The battalion commander will coordinate with the Deputy Brigade Commander to select a time for the Faculty Board to meet.

(b) All available information should be taken to the board (i. e., Forms 288, ADP progress reports, individual evaluation cards, and record jackets).

(c) All platoon leaders should be available for comments (they will be present at the discretion of the Brigade Commander).

(d) Recommendations for constructive credit in a deficient subcourse will be justified during this period.

(2) Make final plans for the graduation dinner and dance on Thursday, the graduation parade and coffee on Friday, and the graduation ceremony on Saturday morning (btry XO).

(3) On Monday, arrange for aides for VIP guests and submit a typed itinerary to the S1.

(4) Counsel all candidates and post FS Forms 288. Candidates should be informed of school recommendation to National Guard Bureau or USAR. Final evaluation cards should be read to the candidates during this time.

(5) Make final arrangements for graduation ceremony (tab 4).

p. Week following graduation.

(1) Post final remarks in record jackets and FS Forms 288. Turn in FS Forms 288 to the Brigade Academic Records Branch and records jackets to battalion headquarters.

(2) Prepare after-action reports.

(a) After-action reports are prepared on each candidate in quintuplet. Two copies are submitted to Chief, National Guard Bureau, Washington, D. C., 20310, one copy to the parent unit, one copy to the State Adjutant General, and one copy to HQ, OC Brigade (filed in Brigade S3 office). For reservists, see AR 135-306.

(b) The reports are prepared on FS Form 168-R (check with battalion S1 for forms), this includes the candidate's name, unit, state, and statement from the evaluation card. (The form is self-explanatory.)

(c) The reports are prepared by the battalion S3 and the National Guard (or Reserve) liaison officer and forwarded through the battalion commander and Brigade S3 to the Brigade Commander for approval and dispatch to the agencies outlined above.

3. PASS POLICY FOR RESERVE COMPONENT CANDIDATES

a. Reserve candidates attain middle class status at the end of the fifth week and upper class status at the end of the ninth week.

b. Demerit restriction and categories are as follows:

<u>1-3 week</u>	<u>4-6 week</u>	<u>7-8 week</u>	<u>9-10 week</u>	<u>Punishment</u>
24	14	7	5	I
26	17	9	7	II
30	20	11	9	III
34	26	15	11	IV

c. Category restriction is the same as that outlined in the current OC SOP.

OCS REFERENCE MATERIAL

1. SOP for Officer Candidates -----Issued as part
of P&O folder.
2. Tactical Officers Guide -----Issued to tactical
officers.
3. Army Regulation 140-50, United States Army Reserve
Officer Candidate Course (LO) -----Brigade S3
4. National Guard Regulation 46, National Guard Officer
Candidate Course (LO) -----Brigade S3
5. Fort Sill Post Regulations -----Battery orderly
room
6. Fort Sill Post Vehicle Regulations -----Battery orderly
room
7. Pamphlet, OC Brigade Honor Code -----Issued as part
of P&O folder
8. Program of Instruction (2-6-F2) -----Brigade S3
9. USCONARC Regulation 350-11 -----Battalion S3

FINAL EVALUATION CARDS

1. All battery officers should be oriented on the final evaluation cards during the fifth week.
2. The final evaluation cards are prepared on candidates by their tactical platoon leader. They cover a candidate's traits, potential, ability, etc., and a final recommendation as to whether or not the candidate should be commissioned. These cards are extremely important and should be checked by the tactical battery commander for accuracy and completeness prior to the meeting of the Brigade Commander's Faculty Board.
3. One 5" x 8" card will be prepared for each candidate with his name, parent unit, and rank prior to the beginning of the class. These cards will be completed and typed not later than Friday of the 10th week.
4. After the meeting of the Faculty Board, these cards will be brought up to date and submitted to the battalion S3, ATTN: National Guard (or Reserve) Liaison Officer, for the after-action reports.
5. Upon completion of the after-action report, the National Guard (or Reserve) liaison officer will forward the report through the appropriate battalion commander through the brigade S3 to the Brigade Commander for final approval and release to receiving headquarters and agencies.

FINAL CLEARANCE LINE

1. The first sergeant will.
 - a. Insure that clearance forms are prepared and typed NLT 10 days prior to graduation.
 - b. Clear every candidate with every facility except the PX and Book Store.
 - c. Insure that all candidates have cleared the PX and Book Store prior to departure.
 - d. Insure that all candidates have cleared OC Bde Personnel Office prior to departure of candidates.
2. The battery class A agent will arrange to pay the candidates.
3. The tactical battery commander will sign the final clearance forms.

GRADUATION EXERCISE

1. The graduation exercise is normally held Saturday morning of the 11th week.
2. Coordinate with the Battalion S3, Chief, Instructor Division, and Brigade Adjutant, OC Bde, USAFAS, for all graduation preparations.
3. The Chief, Instructor Division, and Brigade Commander, OC Brigade select and notify the dignitaries who are to be on stage. The Chief, Instructor Division, will--
 - a. Coordinate with the Brigade Commander on the time and place the dignitaries will assemble prior to graduation.
 - b. Prepare a chart for the briefing of dignitaries. The chart should include--
 - (1) Seating arrangement.
 - (2) Personnel on stage.
 - (3) Sequence of events.
 - (a) Invocation given by the chaplain.
 - (b) Introduction of the guest speaker by the Commandant, USAFAS.
 - (c) Address by the guest speaker.
 - (d) Introduction of the honor graduate by the brigade adjutant.
 - (e) Presentation of diploma by the guest speaker.
 - (f) Presentation of Ericksen Award to the honor graduate by the guest speaker.
 - (g) Presentation of the Leadership Award to top candidate in Leadership.
 - (h) Presentation to the remainder of class (alphabetically).
 - (i) National Anthem.

APPENDIX E

BATTERY SCHEDULE OF WEEKLY RESPONSIBILITIES

1. GENERAL

The responsibilities of the tactical staff during each week of the 23-week course are prescribed in paragraphs 2 through 24.

2. EACH WEEK

- a. Prepare the class visitation schedule for officers (XO).
- b. Assign early and late battery duty officers (XO).
- c. Assign officer candidate command positions for the following week by Tuesday (BC).
- d. Turn in battalion leadership positions to the battalion S3 by Wednesday (BC).
- e. Upon receipt of the training schedule for following week (XO)--

(1) Insure that transportation requirements are coordinated and coincide with the transportation request schedule.

(2) Request from the battalion S3 any additional vehicles that might be needed for visiting the field.

(3) Request all extra instructions at least 72 hours prior to the scheduled test. (The officer candidate fire direction computer, training NCO, will follow the tactical battalion policy in fulfilling this requirement.)

(4) Check for periods of physical training, periods of dismounted drill, and other required classes to be taught by tactical officers.

- f. Screen academic progress reports (XO).
- g. Prepare and hand in the academic probation list to the battalion S3 by Friday (BC).
- h. Insure that all officer candidates in command positions for the following week are briefed by the appropriate tactical staff officer (BC).
- i. Prepare and hand in the Commandant's list to battalion by Friday (BC).
- j. Insure that weekly demerit totals and jark rosters are typed and sent through the proper channels on time (XO).
- k. Post final subcourse averages on FS Forms 288-R when completed (plt ldr).
- l. Insure that each tactical platoon leader has counseled each officer candidate within his platoon on all observation reports, leadership grades, student rating forms, and overall performance to date (XO).
- m. Notify battalion headquarters when officer candidates are admitted to the hospital (BC).
- n. Check on the status of flight physicals and USAR physicals (XO).

o. Keep the candidates informed of policy changes (BC).

p. Insure that, after the completion of each academic subcourse, a student questionnaire is filled out by each officer candidate and that the questionnaires are collected and turned in to the battalion S3 as soon as possible (XO).

q. Review the academic progress of the candidates and counsel candidates who have academic problems (BC).

r. Check the status of hospitalized candidates and candidates who are on sick slips or have appointments (XO).

3. FIRST WEEK

a. Sunday.

(1) Set up, through the battalion S3, the tactical battery commander's briefing in building 2907 or any other suitable building. During or before the briefing, initiate required officer candidate memory work (NLT 1700 hours) (XO).

(2) Issue meal and weapon cards (XO).

(3) Assign officers to accompany officer candidates to class for 2 weeks.

(4) Assign officers to supervise physical training (early or late officer).

(5) Select a guidon bearer.

(6) Stress the importance of taking the proper equipment and materials to class.

(7) Insure that candidates put one class A or B uniform in the laundry for cleaning.

b. Monday.

(1) Turn in two sets of FS Forms 19-R and the battery roster to the battalion S1.

(2) For information to be forwarded NLT 0830 hours by the control battery to the Commanding Officer, Officer Candidate Brigade, see OC Brigade Memorandum 1-1, section 7.

(3) Determine the number of married officer candidates and the number whose wives live in the Lawton/Fort Sill area. Issue wives' orientation material to the married candidates and instruct the candidates to deliver the material to their wives.

(4) Prepare a list of the names, addresses, and telephone numbers of the officer candidate wives living in Lawton and deliver the list to the President of the Officer Candidate Wives' Club.

(5) Insure that tactical platoon leaders conduct their initial interviews.

(6) Brief the candidate whose name appears last alphabetically on the class roster on the guidon presentation, to be held Wednesday at the Brigade Commander's Orientation (control battery).

(7) Initiate the compulsory study hall for Wednesday night.

(8) Counsel each officer candidate on access to sensitive material.

c. Tuesday.

(1) Inspect tests and instruments for shortages and supervise the issue of texts and instruments to insure that the officer candidates receive all needed items in good condition.

(2) Give a class on the proper wearing of the uniform (BC).

d. Thursday. Insure that all privately owned vehicles are registered on post (USAFAC Reg 190-5).

e. Friday.

(1) Insure that class A passes are typed.

(2) Check with the battalion S3 to insure that all candidates have completed the first-week processing.

4. SECOND WEEK

a. Monday.

(1) Check identification cards, dog tags, shot records, and meal cards.

(2) Insure that the candidates are familiar with the standing operating procedure and clarify any problems that the candidates may have encountered.

b. Wednesday. Have the officer candidate executive officer submit a roster listing the blood type, marital status (including address of spouse), automobile(s), serial-numbered items (weapons, binoculars, etc.), and personal data of each candidate.

5. THIRD WEEK

a. Monday.

(1) Counsel candidates on Data Sheet, FS Form 288-1-R.

(2) Insure that the command information program is initiated. Check the training schedule for OC 604.

(3) Confirm the dates for the Red Bird party and the graduation reception and dance with the battalion adjutant and Fort Sill Officers' Open Mess (Mrs. Bevitore, 351-2468). Make sure that these two dates are entered in the catering manager's book.

b. Wednesday. Have each battery select two lower class Honor Code representatives.

6. FOURTH WEEK

a. Wednesday. Issue student rating forms for the seventh-week rating period.

b. Friday.

(1) Place passes in the pass box.

(2) Check the progress of officer candidates on lower class memory work.

7. FIFTH WEEK

a. Monday. Counsel the candidates on the first 4-week (nongraded) period.

b. Review the leadership and academic progress of the candidates. Candidates whose leadership performance is unsatisfactory will be put on probation and notified at this time.

8. SIXTH WEEK

a. Wednesday. Review the academic progress of the candidates. Begin to prepare records for the Faculty Board on officer candidates with a subcourse average of 72 percent or below.

b. Thursday.

(1) Prepare a list to determine the order of merit in leadership grades for the seventh week. (OC Bde Memo 335-1).

(2) Obtain from the personnel section the scores of all candidates who have applied for flight, ranger, or airborne training.

(3) Program extra instruction for those lowerclassmen who have not completed the required memory work.

9. SEVENTH WEEK

a. Monday.

(1) Collect student rating forms and compute averages.

(2) Submit the order of merit of leadership grades.

(3) Write seventh-week paragraphs.

(4) See that the officer candidate battalion commander has scheduled the ceremony to "turn the class green" on Saturday of the eighth week.

b. Thursday.

(1) Check on medical records for USAR physicals. An officer will accompany officer candidates to the hospital for all physical examinations.

(2) Arrange for showing the class rings, invitations, and calling cards in the ninth week by calling Mr. Munoz at 355-4045.

10. EIGHTH WEEK

a. Monday.

(1) Brief the candidates on social affairs, class rings, calling cards, graduation invitations, and the amount of money required for social affairs.

(2) Conduct the orientation on middle class status.

(3) Check the academic progress of candidates on academic probation.

(4) Have candidates who need prescription glass inserts for protective masks order the inserts for use in the OC 501 field problem.

b. Tuesday.

(1) Send records to be submitted to the Faculty Board to the battalion commander.

(2) Arrange for the first and second uniform showings in the 10th week and 12th week by calling the Post Exchange concession supervisor, 351-2760.

(3) Issue 15th-week student rating forms. Check the class schedule for the time and date of OC 706.

(4) Have the class select one social representative from each battery (a total of three). Brief the social representatives thoroughly on their responsibilities.

11. NINTH WEEK

a. Monday. Check the academic progress of candidates on probation.

b. Select an individual to supervise the ring showing.

c. Have the records of officer candidates still on probation by the seventh-week Faculty Board ready for review by the battalion commander.

12. TENTH WEEK

On Monday, select an individual to supervise the first uniform showing. This formation is not mandatory; however, candidates should be reminded of the required uniforms to be purchased prior to graduation.

13. TWELFTH WEEK

a. Monday. Inform the class that a guest list must be submitted for the Red Bird party through the social representatives by the 16th week. Apprise the catering manager, FSOOM, 1 week prior to the Red Bird party, of the approximate number who will attend.

b. Submit to the control battery a list of potential tactical officers and doubtful graduates.

c. Select an individual to supervise the second uniform showing.

14. THIRTEENTH WEEK

a. Monday.

(1) Check the progress of the Red Bird party.

(2) Make arrangements with photograph studio (351-5363) for pictures to be taken in the 14th week.

b. Wednesday. Review the leadership and academic progress of the candidates; candidates whose leadership performance is unsatisfactory will be put on probation and notified at this time.

15. FOURTEENTH WEEK

a. Monday.

(1) Arrange with the officer candidate battalion commander to "turn the class red" on Thursday of the 16th week. Make sure arrangements have been made for the party, band, food, and beverages.

(2) Select an individual to supervise the taking of class pictures this week by the photograph studio.

(3) Send invitations to attend the Red Bird party to the Brigade Commander and Deputy Commander and to the battalion commander, executive officer, battalion S1, and battalion S3.

(4) Inform the social representatives that the class may invite any of their instructors they wish to the Red Bird party. Inform the representatives what the dress will be. (This may be done the 15th week.)

b. Tuesday. Brief the class on conduct, optional skits, and entertainment at the Red Bird party. Inform the candidates of the time and place for the party, uniform for candidates, and attire for their ladies.

c. Thursday. Prepare to determine the order of merit for leadership grades for the 15th week.

16. FIFTEENTH WEEK

a. Monday.

(1) Begin processing applicants for airborne training, flight training, etc. (control battery).

(2) Collect student rating forms and compute averages.

(3) Submit the order of merit for leadership grades.

(4) Begin writing 15th-week paragraphs.

(5) Check on the confirmation sheet for the Red Bird party next week.

b. Thursday. Insure that the records of failing candidates are ready for the Faculty Board.

17. SIXTEENTH WEEK

a. Monday.

(1) Begin to prepare a class singing program for graduation. Obtain a list of songs to be presented and schedule a date that the battery commander will hear the singing program (preferably in the 20th week). Suggest that the candidates learn three or four songs. At least two verses of the Caisson Song will be sung. One other field artillery song should be included.

(2) Administer airborne and ranger physical training tests to applicants (batteries).

(3) Issue student rating forms and check the training schedule for OC 706.

(4) Coordinate the date, time, place, and uniform for the Brigade Commander's upper class orientation.

b. Tuesday.

(1) Coordinate with the Casual Detachment for a detail on Sunday to clean the building where the Red Bird party is to be held.

(2) Check with the photograph studio on the first proofs of class pictures.

c. Saturday. Arrive at the building where the Red Bird party is to be held at least 30 minutes prior to the start of the party to check final preparations (XO).

18. SEVENTEENTH WEEK

a. Monday. Arrange for the showing of proofs of class pictures with the photograph studio.

b. Arrange for the first uniform fitting in the 18th week.

c. Ascertain the cost of the Red Bird party from the Fort Sill Officers' Open Mess and collect this amount from the candidates. Pay the Brigade Assistant Adjutant.

d. Order 25 graduation announcements and invitations from C & J Printing Co., Lawton, Oklahoma (control battery).

19. EIGHTEENTH WEEK

a. Monday.

(1) Coordinate the graduation guest list through the class social representatives.

(2) Call USAFAS Book Store, 351-3496, to check on the delivery of graduation announcements, class rings, and calling cards.

b. Friday.

(1) Arrange for the second uniform fitting in the 20th week.

(2) Discuss with the class a gift to the Brigade Hall of Fame, to be presented at the graduation dinner and reception.

20. NINETEENTH WEEK

a. Monday.

(1) Brief the class concerning the guest list for graduation activities.

(2) Remind the social representatives to submit a VIP guest list on Monday of the 20th week.

b. Tuesday.

(1) Prepare PIO releases.

(2) Obtain the names of officer candidates who desire to take leave outside the continental United States.

(3) Address graduation exercise and dance invitations. All must be handwritten, unabbreviated, and in script. Deliver all invitations prior to Friday. Coordinate with the

battalion S1 on replies to invitations. A battery tactical officer or one of the top officer candidates will hand-carry the invitations to all individuals concerned.

c. Friday. If the 15 special graduation announcements from Balfour have not arrived at the USAFAS Book Store, check with the Balfour representative, 355-4045.

21. TWENTIETH WEEK

a. Monday.

(1) Supervise the second uniform fitting this week.

(2) Send to the personnel officer a list of candidates desiring to take leave outside CONUS.

(3) Examine the records of marginal and failing candidates.

(4) Confirm the day for the battery commander to review the singing program.

(5) Determine if officer candidates are having problems with the fitting or delivery of uniforms.

(6) Select the day for the battery commander to conduct the uniform inspection.

(7) Check with the photograph studio on the final proofs of class pictures.

b. Wednesday. Coordinate the following with the battalion adjutant:

(1) VIP list (graduation dance and exercise).

(2) Guest speaker (graduation dance and exercise).

(3) Orders for class A agent (Mrs. Boone).

(4) Class picture (class gift).

c. Thursday.

(1) Insure that the social representatives are prepared to submit the graduation list on Monday of the 21st week.

(2) Insure that the candidates know their officer serial numbers.

(3) Check with battalion to insure that there is a class A agent on orders.

22. TWENTY-FIRST WEEK

a. Monday.

(1) Attend the squaring session for OC 501 this week (control battery).

(2) Check with the Brigade S3 on tactical staff responsibilities during OC 501.

(3) Submit a DF to the battalion commander listing where the candidates bought their uniforms and had them tailored. Coordinate with the battalion S1 on format.

(4) Submit a DF to the battalion commander listing deficiencies noted in the battery commander's uniform inspection.

(5) Insure that the OC Bde personnel section has officer identification cards and tags ready for issue.

(6) Submit a roster of the wives of graduating candidates to the battalion S1.

b. Wednesday. Prepare records for the Faculty Board and submit the records to battalion.

c. Friday.

(1) Send to the S3 20 copies of the roster of leadership positions for the OC 501 field problem, phase I.

(2) Insure that uniform fitting problems are being solved.

(3) Prepare additions and deletions to the guest list.

(4) Prepare DA Form 137 and make arrangements to clear officer candidates en masse (an officer or the first sergeant). The forms will not be released to officer candidates.

(5) Issue assignment orders to officer candidates.

23. TWENTY-SECOND WEEK

a. Participate in the OC 501 field problem this week as directed during the squaring session (battery tactical staff).

b. Monday.

(1) Submit the order of merit in leadership grades.

(2) Make arrangements to qualify and POR candidates as required.

(3) Collect student rating forms and compute averages.

c. Wednesday.

(1) Prepare distinguished military graduate records.

(2) Submit to the S4, Officer Candidate Brigade, the number of guests to attend the graduation parade and coffee.

d. Saturday.

(1) Conduct a uniform inspection.

(2) Insure that all officer candidates wear insignia for "happy battery."

(3) Announce the pass policy for the remainder of the course.

(4) Submit to the battalion S1 a guest list and the names of those persons who will sit at the head table.

(5) Brief the class thoroughly on their responsibilities over the weekend and during the graduation period. Brief the last man in the graduation line on presentation of the honorary Red Bird certificate to the guest speaker.

(6) Be on the reviewing stand to seat all VIP's and guests at the graduation parade.

(7) Attend graduation coffee.

24. TWENTY-THIRD WEEK

a. Monday.

(1) Make final checks on graduation activities.

(2) Arrange with the Officer Candidate Brigade Post Exchange for check-cashing facilities on graduation day.

(3) Check the schedule for the turn in of texts and instruments. Two working days prior to the turn in of texts and instruments, furnish Resident Instruction Material Supply Section with a roster of the graduating class. Note turnbacks, the class they came from, or the class they went to. Inventory binoculars to insure that each officer candidate has the correct pair in his possession.

(4) Check the schedule for the turn in of S4 equipment.

(5) Obtain an estimate of the cost of the graduation ball and collect the money from the candidates.

(6) Insure that the honor graduate has started preparing his speech to be given at the graduation dinner and reception.

(7) Insure that personnel have an opportunity to go to transportation to arrange for the shipment of household goods, hold baggage, etc., or to take care of other personal matters. Officer candidates will obtain permission from their tactical battery commander.

(8) Insure that the class is prepared to give its singing program on Tuesday night at the Officer Candidate Wives' Club meeting.

(9) Brief the honor graduate on his responsibilities at the graduation dance and exercise. He must provide the battalion S1 with a set of second lieutenant bars NLT Thursday of the 23rd week. He must present the class picture and the class gift for the Hall of Fame during the graduation dinner and reception.

b. Tuesday. Graduating Wives' Club skit tonight.

c. Wednesday.

(1) Obtain oath of office forms, identification cards, and dog tags from personnel.

(2) Prepare and submit to the battalion S1 a list of the names of the members of the graduating class. The names (first, middle, last) will be in alphabetical order and will be typed double space in all capital letters. Be sure that you know the correct pronunciation of each name.

(3) Obtain the leadership award from the Brigade S3.

(4) Contact the Gunnery Department to insure that they will bring the shooter's trophy and gunnery plaque. Pick up the gunner's trophy from the Brigade S3 and polish the trophy.

(5) Roll PHT's, tie the PHT's with $\frac{1}{4}$ -inch red ribbon. Secure the ribbon with a square knot, clipping the ribbon on an angle.

(6) Appoint a battery officer as aide-de-camp for the receiving line and appoint officers to escort the battalion commander's lady and the battery commander's lady when they present the PHT's. Appoint two assistants, one to control the lights during the graduation ball presentations and the other to hold the silver tray containing the PHT's while they are being read (XO).

d. Thursday.

(1) Obtain placecards from the Brigade S3 for the graduation ball head table.

(2) Advise the class that each member of the class must personally sign out of the battery upon graduation.

(3) Obtain silver tray from the brigade adjutant's office. The candelabrum and candles are furnished by Fort Sill Officers' Open Mess.

(4) The guidons will be put on display at the graduation dinner and reception (tactical officer).

(5) Supervise the orientation of the class and rehearsal of the singing program at FSOOM.

(6) Bring the following items to the graduation dinner and reception:

(a) Class picture and gift for the Hall of Fame (to be presented to the Brigade Commander).

(b) Placecards for the head table.

(c) PHT's and silver tray. (Bring one PHT (not rolled) made out in the name of the President of the Wives' Club, and three unsigned PHT's (in case of an emergency)). Place another PHT (rolled) for the President of the Wives' Club on top and other PHT's in alphabetical order.

(d) Gunner's trophy projectile.

(e) Leadership award.

(f) Class guidon without staff.

(g) All other class guidons with staffs.

(h) Association of the United States Army (AUSA) award obtained from the Fort Sill Bank AUSA representative.

(7) Be at Fort Sill Officers' Open Mess 45 minutes prior to the announced time of the graduation dinner and reception (XO) and insure that--

(a) Ashtrays are on the head table and throughout the ballroom.

(b) The correct number of places are at the head table and placecards are in the proper order.

(c) The candelabrum is in the center of the head table.

(d) The lighting and speaker system are in proper working order. (Cut off the paging system to the main ballroom by placing the switch on the PA system behind the stage in the off position.) Orient and rehearse the tactical battery commander's wife on the use of the microphone.

(e) The placement of guidons is correct.

(f) The positions of the flags and red carpet for the receiving line is correct. (See the Officer's Guide.)

(g) There is an additional microphone at the end of the head table for toasts.

(8) For the formal portion of the program move the microphone to the center of the dance floor, 12 feet in front of the bandstand. The program is conducted as follows:

(a) The Brigade Commander's representative comes forward and introduces the guests at the head table. He then asks the Gunnery Department representative, Officer Candidate Brigade Branch, to make his presentations.

(b) The Gunnery Department representative presents the gunner's and shooter's awards.

(c) The tactical battery commander presents the leadership award.

(d) The Brigade Commander presents the class guidon to the honor graduate.

(e) The honor graduate delivers a short speech and presents the class picture and gift for the Hall of Fame to the Brigade Commander.

(f) The battalion commander's wife and the battery commander's wife present the PHT diplomas to the candidate wives who are present.

(g) The battery executive officer assists the battalion commander's lady with the PHT's. He hands her the unrolled PHT to read, then gives her the rolled PHT's in turn (alphabetically) for announcement of the name and presentation to the wives. (He assists with the pronunciation of names if necessary.)

(h) The candidates present the singing program. (Put spotlights on the class during the singing. Dim the house lights with the rheostat.)

(i) The Brigade Commander's representative announces the end of the formal portion of the program.

Note: One officer, as directed by the control battery commander, will stay until the end of the dance.

(9) After the dance--

(a) Return the gunner's trophy, silver tray, class picture, and class gift to the brigade adjutant.

(b) Return the placecards to the battalion S3.

(c) Pick up all class guidons.

e. Friday (Graduation Day).

(1) Insure that graduates turn in all bedding and equipment before breakfast.

(2) Administer the oath of office and have each graduate sign the oath of office (control battery commander or other qualified officer).

(3) Pay the graduates.

(4) Collect old dog tags and identification cards and issue new ones.

(5) Send completed oath of office forms to the personnel officer.

(6) Accompany graduates by bus to the graduation ceremony (selected officer(s)).

(7) Conduct the graduation ceremony as follows:

(a) The honor graduate's bars are pinned on by the guest speaker and the honor graduate's wife. The honor graduate must insure that his wife is briefed. If the honor graduate is not married, he must insure that his mother or another (volunteer) lady is available to assist (usually the outgoing President of the Officer Candidate Wives' Club) in pinning on his bars.

(b) The last man alphabetically in the graduation line presents the guest speaker with an honorary Red Bird certificate. (Word-of presentation: "Sir, on behalf of the members of Class _____, I would like to present you with this certificate, making you an honorary Red Bird and a member of our class.")

APPENDIX F

TACTICAL STAFF CLASS RESPONSIBILITIES

Tactical officers are responsible for the following subjects and classes:

Nonacademic Subjects

Inprocessing	24 hours
Out processing	8 hours
Physical conditioning	43½ hours
Evaluation and counseling	40 hours
Commandant's time	26 hours

<u>Class</u>	<u>Subject</u>
OC 8	Drill and command
OC 14	Drill and command
OC 22	Drill and command
OC 38	Ceremonies
OC 42	Inspections
OC 208	Weapons qualification
OC 412	Officer indoctrination seminar
OC 604	Command information
OC 701	Leadership orientation
OC 706	Student ratings
OC 707	Leadership seminar
OC 801	OC Command organization
OC 803	SOP orientation
OC 806	Battalion Staff Orientation
OC 851	Introduction to honor code
OC 852	The Honor Code

APPENDIX G

LEADERSHIP OBSERVATION

1. In order to insure valid ratings of candidate's leadership abilities, the tactical battalion commanders and battery commanders will require that a tactical officer be present at each class which affords candidates the opportunity to exercise the fundamentals of leadership stressed throughout the course. The tactical officer will observe without disrupting the class or interfering with either candidates or instructors.
2. Classes in which candidates perform in formal leadership positions are listed below.
 - a. T/CAD: T 2825, T 2826, T 2830, T 2831, T 2832, T 2833.
 - b. GD: GFB 212, GFB 242, GFB 302.
 - c. TAD: TA 6705, TA 6706, TA 6721.
 - d. CED: CCX 63, CCX 74.
 - e. OC Bde: OC 501, OC 700.
3. In addition to the classes listed in paragraph 2, tactical platoon leaders will observe classes in which candidates are required to demonstrate leadership abilities, although no formal leadership positions are assigned (e. g. , OF exercises, daily PT, etc.).
4. If a candidate's performance is particularly exemplary or inferior a FS Form 265-R (OR) will be written. In all other cases accurate notes will be recorded for use in determining leadership indicators and grades.