



DEPARTMENT OF THE ARMY
UNITED STATES ARMY INFANTRY SCHOOL
1 KARKER STREET
FORT MOORE, GA 31905

ATSH-TPC

9 April 2024

MEMORANDUM FOR RECORD

SUBJECT: Officer Candidate School (OCS) Individual Student Assessment Plan (ISAP)

1. References:

- a. ADP 6-22 Army Leadership (INCL CI), 31 July 2019.
- b. AR 40-501, Standards of Medical Fitness, 27 June 2019.
- c. AR 135-175, Separation of Officers, 30 March 2020.
- d. AR 350-1, Army Training and Leader Development, 10 December 2017.
- e. AR 350-51, Officer Candidate School, 11 June 2001.
- f. AR 380-67, Personnel Security Program, 24 January 2014.
- g. AR 600-8-24, Officer Transfers and Discharges, 08 February 2020
- h. AR 600-9, The Army Body Composition Program, 16 July 2019.
- i. AR 601-100, Appointment of Commissioned and Warrant Officers in the Regular Army, 21 November 2006.
- j. AR 635-200, Active Duty Enlisted Administrative Separations, 19 December 2016.
- k. AD 2020-06, Army Combat Fitness Test, 12 June 2020.
- l. Army Combat Fitness Test Scoring Standards dated 23 March 2022
- m. ATP 3-21.18, Foot Marches, 17 April 2017.
- n. DOD Directive 5500.07, Standards of Conduct, 29 November 2007.
- o. FM 7-22, Holistic Health and Fitness (This item is published w/ Basic INCL CI), 01 October 2020.
- p. STP 21-1-SMCT, Soldier's Manual of Common Tasks, Warrior Skills Level 1, 07 September 2021.
- q. STP 21-24-SMCT, Soldier's Manual of Common Tasks, Warrior Skills Level 2, 3, and 4 09 September 2008.

r. TRADOC Reg. 350-36 Basic Officer Leader Training Policies and Administration, 20 February 2020.

s. USAIS Regulation 351-10, Resident Academic Policy and Records Administration, 01 January 2002.

2. Purpose.

a. **Scope.** This document outlines the standards and performance requirements for graduation from Federal OCS and receipt of appointment orders in the U.S. Army. This document describes the assessment criteria for the entire Officer Candidate Program of Instruction.

b. **Applicability.** This ISAP applies to all Candidates assigned to or attending training at Officer Candidate School, 3d Battalion, 11th Infantry Regiment (OCS), 199th Infantry Brigade, Fort Moore, Georgia.

c. **Open Door Policy.** The Chain of Command in the 3d Battalion, 11th Infantry Regiment (OCS) has open door policies IAW with all regulations and policies.

d. **Standards.** Standards are the engine of discipline and essential to success on the battlefield. The primary goal of the OCS ISAP is to guide and reinforce the standards of conduct and appearance of all Soldiers to build Soldierly habits and confident leaders. Leaders adjust standards based on assessments and changing situations. The OCS Commandant is authorized to adjust this document per AR 350-51 in operational execution and will submit updates for formal approval at the earliest opportunity.

e. Course Outcomes for the Officer Candidate School:

(1) Values and Ethics. Newly commissioned officer who knows and embodies the Army Values.

(2) Leadership. Understands core leadership attributes and competencies and applies fundamentals of leadership with peers and in small units in multi-domain operations.

(3) Army Profession. Embraces the concept of being a member of the Profession of Arms, the requirements of the Army Profession, and the commissioning oath.

(4) Personal Development. Understands responsibilities of an officer for self-development (physical, mental, spiritual, and emotional) outside the institutional and organizational domains.

(5) Technical Competence. Masters fundamental basic military skills and familiar with Army management systems required of a junior officer.

(6) Tactical Competence. Executes TLPs, delivers clear and concise orders, and effectively employs small unit tactics.

f. Prerequisites:

(1) Physical Fitness: Candidates must meet Army height, weight, and body fat standards IAW AR 600-9 and AR 40-501. Candidates who do not meet these standards will not be enrolled and either returned to their parent unit or assigned IAW the needs of the Army based on their status as prescribed by AR 350-1.

(2) Incoming Candidates must meet the appearance standards prescribed in AR 670-1.

(3) Commissioned Officers must have a Secret security clearance or higher. Therefore, Candidates must have an open Single Source Background Investigation (SSBI) prior to the start of the course. Candidates who do not possess at least a Secret clearance at the time of graduation will not be commissioned until their clearance is favorably adjudicated.

(4) All Candidates must meet the requirements specified in AR 350-51 and adhere to standards established in AR 350-1 and TR 350-36.

(5) National Guard Officer Candidate: Must meet the requirements specified in National Guard Regulation 600-100 and NGB Pamphlet 350-51.

(6) Army Reserve Officer Candidate: Must meet the requirements specified in AR 140-50.

3. Administration

a. **General.** Each Officer Candidate is evaluated individually under the whole person concept based on their merit, performance, and potential. Candidates considered for recycle or dismissal will have their overall performance evaluated against the standards for graduation, course outcomes, and the Core Leader Competencies and Attributes, not historical precedent, or other individual cases. The Officer Candidate's entire performance is considered along with the OCS course outcomes.

b. **Recycle and Dismissal From OCS.** IAW AR 350-51 the OCS Commandant, or a named representative, may recycle or dismiss a Candidate whenever a lack of aptitude or qualification for commissioning has been determined. A rebuttal is a written response to the OCS Commandant wherein the Candidate seeks to provide a formal administrative argument or countervailing proof that refutes the logic of a recycle or dismissal recommendation. Requests for compromise of standards for the Candidate's convenience, such as further retesting with subsequent OCS classes without recycling, are not rebuttals. When a Candidate is recommended for recycle by that Candidate's Company Commander, they will have two (2) duty days to provide a written rebuttal to the OCS Commandant. When a Candidate is dismissed by the OCS Commandant, they may appeal the dismissal in writing within (2) duty days to the Infantry Commandant's designated representative as the appellate authority, the 199th BDE CDR. If a Candidate is recommended for recycle or dismissal because of an investigation, they have ten (10) duty days to provide a written rebuttal to the OCS Commandant IAW AR 350-51. This rebuttal will be submitted with the dismissal appeals at the time of the Commandant's decision.

(1) Upon final determination of the recycle/dismissal, the Candidate will report to HHC and will be placed into one of five categories under the HHC Commander per the OCS SOP. Candidates will not be placed into HHC until the rebuttal period is complete and the approval or appellate authority has made their final decision, unless specifically directed by the OCS

Commandant. The OCS Commandant may place Candidates in HHC for UCMJ or Honor Code Investigations, or when otherwise in interest of good order and discipline.

(2) Once a Candidate is identified as a recycle, they will be inserted into a class as determined by the OCS Commandant. Upon entry into the class as a recycle, the Candidate will be required to take all exams/tests and evaluations and conduct all training, to include any tests or training they have already completed/conducted. For instance, if a Candidate is recycled from A Co (Week 6) into B Co (Week 2), the Candidate will complete all tests and training from Week 2 to Week 6 in addition to the remainder of the course. This applies even if a Candidate passed the graded events.

(3) Upon dismissal from the course, in-service Candidates will be returned to their parent unit. Active-Duty college option Candidates will be expeditiously reassigned to AIT in accordance with the needs of the Army. National Guard and Reserve Candidates will be reassigned based on the direction of their parent unit. National Guard Candidates dismissed from Federal OCS may not be eligible for enrollment in State OCS programs based on National Guard and State policies and procedures.

(a) The Company Commander is the recommending authority for recycles and dismissals and will submit their recommendations to the Approval Authority.

(b) The OCS Commandant is the Approval Authority to recycle or dismiss Candidates for all situations IAW AR 350-51. All recycle decisions made by the OCS Commandant are final.

(c) The Commander, 199th Infantry Brigade, is the Appellate Authority for dismissals only. All dismissal decisions made by the Commander, 199th Infantry Brigade are final. If the Commander, 199th Infantry Brigade, overturns a dismissal, the OCS Commandant will decide where recycling Candidates insert back into the course. The OCS Commandant will take the logic of the appellate authority into account for all accepted appeals when determining the way forward.

(d) All Candidates relieved from OCS prior to graduation, regardless of the reason, must reapply to a new OCS Panel to be considered for future enrollment. HRC is the decision authority for enrolling potential Candidates into Federal OCS. OCS will not create obstacles to reapplication for Candidates dismissed in good standing (i.e. compassionate dismissal).

(e) Rebuttals are authorized for the following graded events:

Garrison Leadership	Squad OPORD
Field Leadership (SL)	Platoon OPORD
Field Leadership (TL)	History Exam
Leadership and Military Justice Exam	Results of Whole Person Concept Board
Tactical Operations Exam	Battle Analysis
Training Management Exam	WTBDs
Call for Fire Exam	Misconduct
Honor Code Violations	ISAP / policy / regulation violations
Bolton Obstacle Course	Medical Dismissal

Figure 1.1

(f) Rebuttals are NOT authorized for the following graded events; Students may contest validity of a test in writing to the company commander within 48 hours. Test failures may be declared invalid if test conditions or standards are not met. Students who fail invalidated test will be retested.

Land Navigation	9-mile foot march
Army Combat Fitness Test	12-mile foot march
6-mile foot march	4-mile run
Medical Recycle	Graduation Run

Figure 1.2

c. **Administrative Recycle / Dismissals.** Candidates may be administratively recycled or dismissed. A recycle can constitute a day one restart or an insertion back into the course at the discretion of the OCS Commandant. For recycled Candidates, all grades received up to the point of insertion in the new class will remain in effect. Except for medical recycles, recycled Candidates may only receive a maximum of 70% in the event for which they were recycled in a subsequent class. Candidates who receive a day one restart will not carry over any grades from previous classes. Candidates who recycle will not be eligible for Honor Graduate or the Commandant's list except in the case of a medical recycle. Grounds for administrative recycle/dismissal include, but are not limited to the following:

(1) **Administrative Recall Dismissal:** A Candidate is administratively dismissed from OCS when he / she is recalled by a controlling agency (component) or parent organization (unit) for reasons not related to academic or performance deficiencies. Unit deployment to combat is an example.

(2) **Compassionate or Hardship Recycle / Dismissal:** A Candidate is administratively recycled from OCS when personal or family problems substantially interfere with continuation of training or cause a Candidate to miss an excessive amount of training. Dismissal under this provision does not guarantee reassignment to a desired area, release from the program, or release from service.

(3) **Security Recycle / Dismissal:** Candidates who fail to possess, at minimum, an open Single Source Background Investigation (SSBI) prior to the start of the course will remain in a hold status at HHC, or may be returned to their unit, until their clearance investigation is initiated. Upon approval, the Candidate may start with the next available class if the investigation is initiated and open, at the discretion of the OCS Commandant. If a Secret Clearance is not adjudicated prior to graduation:

(a) The Candidate will continue to train with the company and participate in all mentorships, training, and social events, to include the graduation ceremony. However, the Candidate will not take the oath of office and graduation/ commissioning paperwork will not be processed until verification of an approved clearance is received.

(b) The Candidate will move to a holding status in HHC following the graduation ceremony. Once verification of an approved clearance is received, leaders will complete the required documentation for graduation and commissioning.

(c) Candidates who are unable to obtain a minimum Secret Clearance will not be eligible to commission and may be dismissed from the course.

(4) **Medical Recycle / Dismissal:** Inability to complete the course because of health reasons is grounds for dismissal from the course. Mental health difficulties, other than situational maladjustment, are included in this category. A Candidate may be recycled if they receive a profile that will cause limited participation or missed training. Candidates missing a cumulative of eight hours of training or who are unable to participate in PRT in any capacity may be recommended for recycle.

(a) Candidates on profile may be recycled to HHC to heal and then be returned to a point in training at the discretion of the OCS Commandant. Candidates who are on a profile(s) for a cumulative 14 days or more may be dismissed from the course.

(b) If the physical condition of a Candidate changes from the time the OCS board reviewed their application until their attendance to OCS, and the Candidate is not able to meet the commissioning physical requirements, the Candidate may be dismissed from the course regardless of whether the Candidate has been on a profile for a cumulative 14 days or more.

(c) If a Candidate is identified as being pregnant, Active-Duty college option Candidates may be chaptered under AR 635-200, Chapter 11. In-service (AD, NG, RC) Candidates may be dismissed from the course and returned to their unit. Candidates who become pregnant prior to arrival and later dismissed will be dismissed in good standing.

(d) Candidates on a permanent profile may enroll in OCS, provided they pass all ACFT events prescribed by their profile. Candidates on any temporary profile will not be permitted to enroll in OCS.

(5) **Failure to meet AR 600-9 Standards Dismissal:** Applicants are required to fulfill the height, weight, and body fat criteria set forth in compliance with AR 600-9 and AR 40-501 prior to commencement of OCS. Candidates who fail to meet these standards will not be eligible for enrollment in the course. In-service personnel originating from Active Duty, National Guard, and Army Reserve components are required to adhere to the AR 600-9 standards as delineated in Table B-1 and B-2 during their initial measurement. Failure to meet these standards will result in their return to their original unit or reassignment as per the Army's operational requirements. College option candidates entering Initial Entry Training (IET) are obligated to satisfy the standards outlined in AR 40-501, paragraphs 2-3c, and meet the criteria established in Tables 2-1 and 2-2 during the initial six months of their active-duty service. Following the initial six-month period, college option candidates are subject to the standards set forth in AR 600-9, delineated in Table B-1 and B-2. College option candidates who do not meet the established standards will undergo reassignment to Advanced Individual Training (AIT) based on the operational requirements of the Army. A final height and weight assessment will take place before graduation. Should a candidate fail this assessment, they may face dismissal based on their final height and weight results, as outlined in AR 600-9, Paragraph 3-6(a)(1).

(6) **Order of Merit List (OML) Recycle:** If more potential Candidates arrive for a class start than there are available slots, the day one Army Combat Fitness Test will be used to create an order of merit (OML) list that will determine who enters the next class. Candidates who do not enter a class due to class size limitations will remain in HHC and class up at the next opportunity.

(7) **Whole Person Concept Recycle / Dismissal:** At any time, the OCS Commandant may convene a Whole Person Concept Board to evaluate Candidates who fail to show progress in performance, physical fitness, leadership, academic, motivation, attitude, aptitude, peer evaluations or conduct to determine if they should continue training. Failure to progress is not applicable to a single failure of an event but is the culmination of two or more repeated failures or marginal performance of a certain category or multiple categories of events (may be POI or non-POI events). The OCS Commandant may initiate a Whole Person Concept Board for any student that is recommended for recycle from the course a second time. If the board determines that even though the Candidate passes all graduation requirements, yet they are not meeting the required Leader Attributes and Core Leader Competencies outlined in ADP 6-22 (Army Leadership), they may be dismissed from the course. See paragraph 3.f. for more details on the Whole Person Concept Board.

(8) **Suspension of Favorable Action (FLAG):** Any Candidate who has a FLAG initiated against them while assigned to OCS may be recycled or dismissed at the discretion of the OCS Commandant. This includes AR 15-6 investigations. Candidates flagged for investigation due to conduct in the course will not be dismissed before conclusion of the investigation and execution of standards discussed in paragraph 3.b.

d. **Academic / Physical Recycles or Dismissals.** All Candidates must meet standards outlined in Chapter 2 of this document or may be subject to recycle or dismissal from OCS. Applicable retests will be given within 72 hours (except under special circumstances) of the Candidate being notified that they did not meet the minimum standard. If a Candidate demonstrates a trend of first-time test failures, he/she may be considered for recycle or dismissal for failure to progress. A Candidate who is recycled for failure to meet a course standard and fails to meet the same standard in the next cycle may be dismissed from the course.

e. **Adverse/ Disciplinary Dismissal from OCS**

(1) **Dismissal for Misconduct:** Failure to cooperate in routine requirements, adhere to course standards, local laws, rules and regulations of OCS, and Army regulations may result in disciplinary actions, UCMJ action, recycle or dismissal from the course. The OCS Commandant will decide on recycle or dismissal based on the seriousness and/ or frequency of the offense. Misconduct may include, but is not limited to the following:

- (a) Unexcused absences/ late returns from pass or leave.
- (b) Alcohol-related incidents.
- (c) Fraternization.
- (d) Disrespect.
- (e) Possession of unauthorized ammunition or firearms.
- (f) Tolerance of infractions of OCS and/or Army SOPs, regulations, or written/ verbal directives.
- (g) Failure to comply with instructions.

- (h) Being outside company billets after lights out.
- (i) Any action of misconduct considered detrimental to the Officer Candidate School or the Army.
- (j) Violation of OCS SOP, regulations, or written/ verbal directives.
- (k) Security violations.
- (l) Accidental / Negligent Discharge of Weapon, including blanks.
- (m) Possession of notes/ materials that provide a Candidate with an unfair advantage.
- (n) Operation of a motorcycle while assigned to OCS.

(2) Dismissal for Knowingly Providing False Information in OCS Application: Knowingly falsifying or omitting facts on an application to OCS may result in dismissal from the course IAW AR 350-51.

(3) Dismissal for Violation of the Honor Code: A Candidate will not lie, cheat, steal, or tolerate those who do. Any violation of this code may result in dismissal from the course. Honor Code violations include any actions or the tolerance of any actions that provide an individual or individuals an advantage that someone else would not otherwise be entitled. See Chapter 2 of the OCS SOP for detailed information on the Honor Code. Lying includes quibbling, defined as attempting to distort or distract inquiry into an alleged violation, or presenting false or irrelevant mitigation matters when confronted with objective failure to meet standards. **IGNORANCE IS NO EXCUSE.**

(4) Dismissal for Contraband: A Candidate found with unauthorized items, to include food in the barracks, may be recycled or dismissed. The poor judgment of a Candidate knowingly possessing contraband will be considered regarding their character when considering the Attributes of Leadership contained in ADRP 6-22.

(5) Dismissal for Breach of Physical Profile/ Missed Appointment: Any Candidate found in breach of a medical profile issued to them by the CTMC, Hospital, Physical Therapist or any other medical establishment may be recycled or dismissed. Candidates are subject to the 199th IN BDE Missed Appointment Policy dated 19 January 2022. The first missed appointment results in negative counseling from a Company Commander. A second missed appointment results in negative counseling from the OCS Commandant. A third missed appointment results in negative counseling from the CDR, 199th IN BDE and may result in dismissal from the course.

(6) Dismissal for violation of Candidate Privilege restrictions: Outlined below are the three phases of OCS and the privileges restrictions each Candidate has during each phase. Any Candidate found in violation of these restrictions will be subject to recycle or dismissal from the course. Company commanders are the authority for intermediate phase up and reduction in phase, and the OCS Commandant is the authority for phase up to senior phase. Phase ups may be tied to competitions and/or inspections and may be delayed based on deficiencies or class performance. Students wear the OCS ascot as directed by the OCS Commandant while executing the course.

(a) **Common to all phases.** Company commanders are the authority for intermediate phase up and reduction in phase, and the OCS Commandant is the authority for phase up to senior phase. Phase ups may be tied to competitions and/or inspections and may be delayed based on deficiencies or class performance. Students wear the OCS ascot as directed by the OCS Commandant while executing the course.

(1) Battle Buddy teams: Candidates will not travel alone. Candidates will always travel in same-gender battle buddy pairs unless in groups of 3 or more or during formal and graduation events where family members are present.

(2) Cell Phones: Not authorized during the duty day (to include sick call) or while in the field. Additional restrictions by phase.

(3) Alcohol: Only permitted at Branching Social and Formal; limited to 2x drinks per event.

(4) Nicotine: consumption or possession of nicotine-containing products, including but not limited to tobacco products, is prohibited.

(5) Caffeine / supplements: Caffeine permitted beginning in Blue Phase; not permitted eight hours before entering a field environment. Supplements prescribed by a medical provider are authorized.

(6) Formations: All administrative movements (3 or more people) will be conducted in formation; Company level formations will march to the drum.

(7) Overnight passes: Only authorized by the OCS Commandant, usually limited to holiday block leave.

(8) Lights out: Candidates are not authorized to be out of their barracks rooms after 2200.

(9) Off-post passes: Only authorized by the OCS Commandant.

(b) **Basic (Black) Phase:**

(1) Restricted to OCS Footprint and CTMC.

(2) Use of Shoppette for haircuts / necessities; only authorized to use Shoppette at intersection of Ingersoll and Wold Street. Approved by Company Commander on case-by-case basis. Squad sized formation minimum; escorted by Cadre.

(3) POVs not authorized.

(4) Civilian Clothes not authorized.

(5) Cell phones only authorized on Sundays (No cell phone usage in the field).

(6) Tobacco / Nicotine use not authorized.

(7) Alcohol not authorized.

(8) Caffeine use not authorized.

(c) Intermediate (Blue) Phase: The Company Commander is the approval authority to place a class in Intermediate phase.

(1) On post passes only authorized beginning last day of the duty week until 2100. Requires Company Commander approval.

(2) POVs not authorized.

(3) Civilian Clothes not authorized.

(4) Cell Phones only authorized after duty hours (Not authorized in the field).

(5) Caffeine authorized in garrison, but not authorized in the field. Energy drinks are prohibited (Requires Company Commander approval).

(6) Tobacco / Nicotine use not authorized.

(7) Alcohol use authorized only at Branching Social (Limited to 2x drinks).

(d) Senior (White) Phase: The Commandant is the approval authority to place a class in Senior phase upon completion of a phase-up inspection.

(1) On-post passes only authorized after duty hours until 2100.

(2) POVs authorized on-post after duty hours until 2100.

(3) Overnight passes not authorized unless approved by the OCS Commandant. See f.1.h.

(4) Business casual civilian clothes authorized during passes.

(5) Cell phones authorized after duty hours.

(6) Coffee authorized.

(7) Tobacco / Nicotine use not authorized.

(8) Alcohol consumption authorized only at Formal (Limited to 2x drinks).

(e) Company Commanders reserve the right to return a class to a previous phase based on performance and adherence to standards.

f. **Whole Person Concept Board.** Candidates who show a lack of aptitude or qualification for commissioned status, as determined by procedures outlined in the OCS ISAP and SOP, may be nominated by Company Commanders to attend a Whole Person Concept Board. The board will make a recommendation to the OCS Commandant on whether a Candidate should be dismissed, recycled, be subject to other disciplinary action, or retained in their current class.

The approval and appellate authorities for board recommendations are outlined in paragraph 1-2 of the OCS ISAP.

(1) **The board will be comprised of the following:** the Battalion Executive Officer or Battalion Operations Officer as the board chair and 2x officers (Company Commanders are preferred). The Officer Candidate's Platoon Mentor or Company Commander will be present for the board. The OCS Commandant may appoint board members as necessary.

(2) The Candidate who is ordered to report to this board will be given the opportunity to make any statements to the board on their behalf and present any matters he or she feels necessary. A Candidate will have no less than 48 hours to prepare for a Whole Person Concept Board.

(3) Once all matters are heard by the board, a majority of votes cast will determine if the Candidate will be recommended for recycle, dismissal, other disciplinary action, or be retained in their current class. The board's recommendation will be forwarded to the OCS Commandant for final decision. The Commandant is not required to accept board recommendations. Once the board alerts the Candidate of their recommendation, the Candidate has 48 hours to submit a written rebuttal to the OCS Commandant.

(4) If a Candidate is recycled, he or she will be placed in a later class at a point determined by the OCS Commandant. Parameters listed in paragraph 1-3 of this ISAP apply to Candidates recycled following a WPCB.

g. **Duty to Provide Aid.** Rapid response is critical in life-threatening cases including heat and other traumatic injuries. Candidates have a duty to provide medical aid IAW training received to fellow Candidates or Cadre in an emergency. During individual graded events, if a testing student observes another that requires immediate aid, he/she will terminate participation in the event to render aid. The student rendering aid will be given an opportunity to complete the event at another time without penalty.

h. **Spot Reports.** OCS uses Spot Reports to record a Candidate's behavior due to negative or exceptional circumstances (i.e., lifesaving or other exemplary demonstration of army values). Cadre from any company may recommend any Candidate for a Spot report. Spot Reports will be recorded on a Spot Report Card and be entered into a Candidate's counseling packet. Candidates who demonstrate a lack of adherence to the Army Values and Core Leader Competencies and Attributes, as demonstrated by receiving three (3x) Spot Reports, will be referred to a Whole Person Concept Board. The Company Commander is the decision authority on all Spot Reports.

(1) Students may not receive a Spot Report for failing a graded graduation requirement, except for the SQD OPORD and Team Leader Evaluations at SQD STX.

(2) Cadre will notify and counsel a Candidate in writing on a DA Form 4856 when they receive a Spot report. This will occur immediately or as soon as possible when the situation permits.

(3) Cadre will have the Candidate sign the Spot Report Card at the conclusion of counseling. Candidates who refuse to sign a Spot Report Card will receive no further disciplinary action or additional counseling; the effect on the Candidate is identical whether they sign it or not.

(4) The Spot Report Card must be written as detailed as possible. The Company Commander will inspect all Spot Reports for thoroughness and be the approving authority before it is placed in the Candidate's counseling packet.

i. **Counseling.** All Candidates will receive initial counseling, recorded on a DA Form 4856, during the first week of the course outlining expectations regarding adherence to the OCS ISAP and OCS SOP. Candidates are responsible for knowing and adhering to the OCS ISAP and SOP. Candidates will be counseled, recorded on a DA Form 4856, at the end of each phase (weeks 5 and 9), at a minimum. This counseling will focus on an individual Candidate's adherence to the Army Values and Core Leader Competencies and Attributes. Candidates will receive feedback on each graded requirement they complete within a reasonable time frame, as mission allows. Candidates will know what they scored on each graded event NLT the day before Branching. Candidates may ask Cadre to confirm grades they believe are in error.

j. **Peer Counseling.** All Candidates will receive counseling on the results of their peer evaluations, led by a Cadre member. Cadre may accomplish this counseling in an individual or group setting. Results of peer counseling will be recorded on a DA Form 4856 and placed in the Candidate's counseling packet. Peers will be conducted after weeks 3, 7 and 10.

k. **Counseling Packets.** Company Commanders are responsible for maintaining updated counseling packets on each Candidate and transferring these packets to a receiving company if the Candidate is recycled. The S-1 will maintain counseling packets for two years following the graduation or dismissal of a Candidate.

4. OCS Evaluation Points Criteria

a. **General.** The Officer Candidate School program of instruction is administered by the 3rd Battalion, 11th Infantry Regiment as a resident course of Fort Moore, GA. OCS Candidates will complete all requirements in the resident course and commission at Fort Moore. Constructive credit and commissioning in absentia is not authorized. Points are broken down into four categories: Leadership, Academic, Technical Competence, and Physical Fitness. See the OCS SOP for rubrics for applicable graded events.

(1) A Candidate who fails any initial assessment or test will receive no more than 70% of the original value for passing the retest.

(2) Candidates have 24 hours to protest the results of an exam to their company Cadre if they believe there to be an administrative error. The Candidate is responsible for drafting a memorandum that explains the issue to include all supporting documents as necessary. The appellate authority for the protest is the Company Commander.

(3) The company Cadre will be responsible for taking the complaint to the test facilitator. The test proponent will determine the validity of the complaint and adjust as necessary.

(4) The Class OML is calculated based on all grades received by the date of graduation. The OML is the primary, but not only, means of determining branching of Candidates.

(5) Unless otherwise annotated, events evaluated with a points scale require a Candidate to achieve a minimum of 70% to pass. A recycled Candidate who fails a test and re-

test of a graduation requirement may be recycled. A Candidate who fails the test and re-test of the same event that is a graduation requirement in a subsequent class may be dismissed.

b. **Leadership Evaluations.** A maximum of 1900 OML points are earned by Candidates based on the following criteria:

Event	Max # of Points	OML Points
Garrison Leadership 1	100	100
Field Leadership 2 (Squad Leader)	600	600
Field Leadership TL 1 & 2	GO / NO-GO Spot Report for NO-GO	GO / NO-GO Spot Report for NO-GO
Peers Evaluations 1-3	Spot report for bottom 10% in the SQD	Spot report for bottom 10% in the SQD
Leadership Total		700

Figure 2.1

(1) Candidates will be evaluated for the following positions.

(a) Garrison: SL, PSG, PL, 1SG, XO, or CO x 1.

(b) SQD STX: SL (STX lane) x 1 and TL (STX lane) x 2.

(2) Candidates must pass 1x Garrison leadership position with a minimum of 70 points and 1x SL (STX lane) leadership position with a minimum of 420 points. Candidates will be authorized 1x retest for each leadership event. Failure of a retest may result in recycle.

(3) Garrison and Field Leader Evaluation Reports are awarded points on a graduated scale. Candidates will be graded based on the ISAP's "OCS Course Outcomes" and ADP 6-22, Army Leadership, and the Profession. Candidates will receive the following grades based on their performance and the performance of their subordinates:

(a) Outstanding (90-100%). To achieve an "Outstanding" rating the Candidate will demonstrate clear understanding of higher mission and intent, convey a clear and concise OPOD to his/her subordinates, use the principles of mission command to empower and manage subordinate leaders, Spot check critical tasks and equipment, manage time, decisively and violently accomplish the mission using sound judgment, doctrine, and units TTP/SOPs.

(b) Excellent (80-89.9%). Candidate accomplishes the mission, performs all critical tasks, has a working knowledge of small unit tactics, uses subordinate leaders to help plan and execute the mission, and demonstrates reasonable judgment based on the situation with minimal guidance.

(c) Satisfactory (70-79.9%). Candidate generally accomplishes the mission and most critical tasks but requires additional guidance and lacks some initiative.

(d) Needs Improvement (<70%). Candidate fails to conduct critical tasks or fails to demonstrate leadership throughout the mission.

Leadership Evaluations	O (90-100%)	E (80-89%)	S (70-79%)	N (<70%)
Garrison Leadership Point Values	90-100	80-89	70-79	0-69
Field Leadership (SL) Point Values	540-600	480-539	420-479	0-419

Figure 2.2

(3) Squad STX. Candidates will be given three graded leadership positions during SQD STX: one evaluation as a Squad Leader and two as Team Leader. If a Candidate fails their Squad Leader evaluation, they will be reevaluated before the end of the field exercise. Team Leader evaluations are GO/NO-GO. Failure of a Team Leader evaluation results in a SPOT report. During SQD STX, any Infantry Squad mission is testable for the Squad Leader and Team Leader evaluations. Candidates are not required to receive the same task during their evaluated mission.

(4) Peer Evaluations. Candidates will receive three peer evaluations throughout the course, conducted following weeks 4, 8, and 11. These peer evaluations consist of 2x squad level peer assessments, and the final Platoon level peer evaluation assessment in week 11. The company may conduct additional peer evaluations for development purposes. Peer assessments are used as a developmental tool and provide individuals with valuable information for personal growth. Cadre must include peer evaluation results with mandatory counseling sessions, as applicable. Candidates who rate in the bottom 10% of their squad during their peer evaluations will receive a SPOT report and may be moved to a different squad or platoon for further evaluation. Peer evaluations may be used as evidence in a Whole Person Concept Board.

(5) Leadership Reaction Course (LRC). Candidates will be evaluated on their leadership performance on the LRC. This evaluation will be for initial development purposes and will not be included in a Candidates leadership grade.

c. **Academics.** A maximum of 300 points are available to Candidates based on the academic exams listed below. A minimum score of 70% on tests are required to pass, except for the Leadership, Justice and Ethics exam which requires an 80% to pass. The max score a Candidate can achieve on a retest is 70%. Candidates who fail to achieve 70% or a GO on a final re-test may be recycled. The history exam and battle analysis essay are TRADOC requirements IAW the BOLC-A Common Core Task List (CCTL).

Exam	Max # of Points
Leadership and Military Justice	50
Tactical Operations	50
Training Management	50
History Exam	100
Battle Analysis Essay	50
Squad OPORD	GO / NO GO

Platoon OPORD	GO / NO GO
Academic Total	300

Figure 2.3

(1) **Operation Order (OPORD) Briefs.** Candidates must pass a Squad Operation Order brief before beginning the Squad STX training event and a familiarization Platoon Operation Order brief before completing OCS. A Candidate's performance will be evaluated by an OCS Cadre member utilizing the OCS SQD/PLT OPORD Grade Sheet. Upon being provided the proper planning materials, Candidates will be given two hours to produce an OPORD ready for briefing to an OCS Cadre member. Candidates will be required to score at least 70 points out of 100 on the rubric to receive a GO for each squad and platoon OPORD brief. Failure to meet the minimum requirement will result in a retest. Failure of the re-test for the squad OPORD may result in a recycle. The Platoon OPORD will be done in team-sized groups and the grade received will apply to the entire team. This event will require research into Army doctrine and drawing from experiences throughout the course. The Candidates will be given four hours to create their Platoon OPORD. Failing the Platoon OPORD brief is not basis for recycle/dismissal on its own.

d. **Technical Competence.** A maximum of 300 points can be earned for Technical Competence. Students must pass all technical competence skill tests to graduate from the course. For warrior tasks, each student will be afforded two retests. If a student fails to complete the warrior task after their third attempt, they will receive additional training and be retested prior to executing Squad STX. Students will be afforded one retest on land navigation and call for fire. Candidates who fail to achieve 70% on a final re-test may be recycled.

Technical Competency	1 st Time Go	2 nd Time Go
Land Navigation	See figure 2.7	
Call for Fire	50	35
WTBDs	See WTBD Score Sheet	
Total possible points	200	

Figure 2.4

(1) **Land Navigation.** Candidates must pass the day and limited visibility (night) land navigation course examination. Each will be graded as a separate event and worth up to 100 points each. Candidates will have four hours for each test to successfully find at least four out of seven points and return to the grading location with a correctly filled out grade sheet. A correctly filled out grade sheet must include the recorded number of the point and a perforation made by the "clacker" at that point. Both requirements must be correct for the point to be counted as correct.

(b) The examination is an individual Candidate's responsibility and will not be conducted with the aid from any individuals or notes. Except when filling out an official OCS land navigation test score card issued by OCS Cadre, Candidates are not permitted to record any information concerning the land navigation course, to include "clacker" punch patterns, point locations or point marker numbers or letters. Candidates found to be in possession of such materials will be assumed to be attempting to obtain an unfair advantage, which may be punishable under the provisions of the OCS Honor Code. Candidates are allowed one retest

per test condition (day and night). Both conditions must be passed for a Candidate to successfully pass land navigation. Points are awarded IAW the chart below.

Correct Points Found	1 st Attempt (Test day)	2 nd Attempt (Retest day)
7 of 7	100	85
6 of 7	90	80
5 of 7	80	75
4 of 7	70	70

Figure 2.5

(2) **Call for Fire.** This exam is part of the technical competencies and awards OML points based on which attempt the exam is successfully completed (LAW Figure 2.6). Failure to achieve a minimum 70% on a re-test may result in a recycle.

(3) **Warrior Tasks.** See STP 21-1-SMCT. Skills testing will be based on the published performance standards found in Appendix C. Candidates will be given two separate attempts for each task. Candidates who fail to successfully achieve 35/50 available points may be recycled.

e. **Physical Fitness.** A maximum of 600 points can be earned by Candidates based on the following criteria. An asterisk denotes events which may result in a recycle if a Candidate receives a NO GO or failure on the event's re-test.

Event	Max # of Points	Minimum Standard
Bolton Obstacle Course*	GO / NO GO	Complete 70% of obstacles
4-mile Run*	GO / NO GO	Complete under 36 minutes
6-mile Foot March	GO / NO GO	Complete w/ Formation (see 4.3(2))
9-mile Foot March	GO / NO GO	Complete w/ Formation (see 4.3(2))
12-mile Foot March*	GO / NO GO	Complete w/ Formation (see 4.3(2))
Class-up ACFT	600 (Must Pass to secure a slot on the class roster)	60 points per event
Record ACFT	600 (Counts towards OML/ Must pass to Graduate OCS)	60 points per event
Physical Fitness Total	600	

*Results in recycle for failure of test and re-test.

Figure 2.6

(1) Bolton Obstacle Course: Candidates that successfully complete at least 70% of obstacles receive a GO. Candidates must attempt all obstacles and will be provided with two attempts per obstacle. If a Candidate hesitates or refuses to complete an obstacle due to fear before or while on an obstacle, Cadre will give a verbal order to make progress. If the Candidate fails to make progress after the verbal order, the Candidate will receive a NO GO for that obstacle. The Company Commander may close, replace, or adjust some obstacles based

on weather or safety conditions and will issue full credit for that obstacle. Candidates who fail to complete the required 70% after their second attempts may be recycled.

(2) **Foot Marches.** Per AR 350-1, Soldiers applying to OCS must be able to walk 12+ miles with 48LBS in their rucksack within the authorized time limit. For course critical events, OCS employs 35LB rucksacks, plus cumulative added weight of uniform, weapons, water, etc. Candidates will complete the following foot marches unassisted and in tactical formation: one 6-mile foot march (FM1), one 9-mile foot march (FM2), and one 12-mile foot march (FM3). All foot marches will be conducted IAW ATP 3-21.18.

(a) The time standard for all foot marches is 17:00 minutes (\pm 30 seconds) per mile. For example, the total time standard for the completion of the 12-mile foot march is 204 minutes (\pm 6 minutes). Company commander may authorize breaks if required to reduce risk of injury. Only breaks directed by CO CDRs to prevent injury may be considered by the OCS Commandant to give credit for foot marches that exceed time standards.

(b) The weight of the rucksack for all graded foot marches will be 35LBS (dry weight). Failure to meet the rucksack weight standard or finish with all required equipment will result in an event failure.

(c) The uniform for all foot marches is ACU with boots, field load carrier (FLC), water source, and rucksack. Company Commanders can modify the uniform based on their risk assessment. (FM2 & FM3 will include the M4 as part of the uniform)

(d) For all foot marches, if a Candidate falls more than 10 meters behind the rear of their assigned formation, they will be considered a fall-out. If a Candidate fails to meet the foot march standards, they will be afforded a re-test. Only one re-test is authorized per foot march and will be administered no earlier than 72 hours following the failed attempt. Failure of the 12-mile foot march re-test will result in a recycle. Failure of all other foot marches will result in a negative Spot report.

(3) Army Combat Fitness Test (ACFT).

(a) **Class-Up ACFT.**

(i) Candidates are required to take a Class-Up ACFT to secure a slot on the course.

(ii) In the event that there are more students than available slots in the class due to recycles or other circumstances; Candidate will be placed on an OML based on their Class-Up ACFT scores to prioritize who will be added to the current class. All Students with ATRRS reserved status will class up first unless precluded by instructor-student ratio

(iii) Candidates who remain on the Class-Up OML will be slotted for the next upcoming class.

(iv) Candidates who fail the Class-Up ACFT will be recycled.

(v) Candidates who fail the Class-Up retest will be dismissed for the course.

(b) **Record ACFT.**

- (i) Candidates are required to conduct a Record ACFT during the class cycle.
- (ii) The Record ACFT is both a OML and Graduation requirement.
- (iii) Record ACFT scores will be calculated into the Candidates OML points.
- (iv) Candidates are not authorized alternate events unless required by a permanent profile.
- (v) Candidates who fail the Record ACFT will be given a retest NET 72 hours after the failed ACFT.
- (vi) Candidates who fail the Record ACFT retest may be recycled or dismissed from the course.

(4) 4-mile Run.

(a) During week 5, each company will conduct a 4-mile release run. The 4-mile run is not worth points on the OML but is graded as a GO / NO GO event. Candidates must complete the 4-mile run within 36 minutes.

(b) If a Candidate fails to meet the time standard, they will be given a re-test no earlier than 72 hours from the failed attempt. If the Candidate fails the re-test, they will be recycled into the next available class. If the Candidate fails to successfully complete the 4-mile run requirement with a subsequent class, they may be dismissed from the course.

(c) Each company must conduct a 4-mile assessment during Week 2 or 3 of the course. This assessment must be shorter than 4-miles and at a 9-minute pace. The purpose of this assessment is to identify potential Hot Weather Injury (HWI) high risk individuals. The four-mile assessment is not a graded event.

(5) Graduation Run. Prior to commissioning, each Candidate will conduct a morale formation run with the Battalion. The pace for this run is nine minutes per mile (+/- 30 seconds). This run will be conducted at a time determined by the OCS Commandant and led by the Commandant or his/her delegated representative. Candidates that fail to complete the graduation run may be recycled.

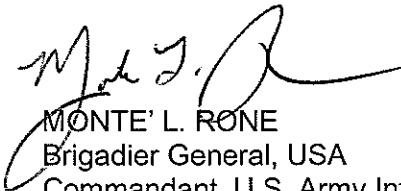
(6) Candidate Performance Feedback.

(a) Candidates will receive feedback on each graded requirement they complete within a reasonable time frame, as mission allows. Candidates will know what they scored on each graded event NLT the day before Branching. Candidates may ask Cadre to confirm grades they believe are in error.

(b) The OCS Commandant retains release authority of the Order of Merit List. While Candidates are entitled to view their grades, they are not entitled to view grades of others.

5. This ISAP supersedes all other previously published Officer Candidate School Individual Assessment Plans and is effective immediately.

6. The point of contact for this document is the 3-11 IN Battalion Commander / Federal Officer Candidate School (OCS) Commandant.



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