



DEPARTMENT OF THE ARMY  
HEADQUARTERS, 199<sup>TH</sup> INFANTRY BRIGADE  
6506 INDIANHEAD ROAD  
FORT BENNING, GA 31905-5000

ATSH-TP

15 October 2025

MEMORANDUM FOR RECORD

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

**1. References:**

- a. ADP 6-22 Army Leadership, 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, 27 March 2025.
- 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, 28 June 2021.
- k. AR 600-32, Conduct Between Soldiers of Different Grades, 16 September 2024.
- l. ATP 3-21.18, Foot Marches, 17 April 2017.
- m. FM 7-22, Holistic Health and Fitness (This item is published w/ Basic INCL CI), 01 October 2020.
- n. STP 21-1-SMCT, Soldier's Manual of Common Tasks, Warrior Skills, Level 1, 16 October 2023.
- o. STP 21-24-SMCT, Soldier's Manual of Common Tasks, Warrior Skills Level 2, 3, and 4 09 September 2008.
- p. USAIS Regulation 351-10, Resident Academic Policy and Records Administration, 01 January 2002.
- q. MCoE Pamphlet 210-10, Standards of Conduct, 01 March 2024.

r. Army Directive 2025-06 (Army Fitness Test), 17 April 2025 and HQDA EXORD 218-25 ARMY FITNESS TEST (AFT), 01 May 2025.

## 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 (POI).
- b. **Applicability.** This ISAP applies to all Candidates assigned to or attending training at Officer Candidate School (OCS), 3d Battalion, 11th Infantry Regiment, 199th Infantry Brigade, Fort Benning, 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. Note that standards governing 3d Battalion, 11th Infantry Regiment, 199th Infantry Brigade are in accordance with AR 600-20 and AR 350-51, and TRADOC Regulation (TR) 350-36. TRADOC Regulation (TR) 350-6 does not apply to OCS students and cadre.
- e. **Course Outcomes for the Officer Candidate School:**
  - (1) Values and Ethics. Newly commissioned officer who knows and embodies 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 with more than six months of service 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. New Soldiers with less than six months of service who do not meet height and weight standards will be held in HHC/3-11 IN until they meet height, weight, and body fat standards and begin an OCS class, or exceed six months of service. This is a courtesy: by AR 350-51, Officer Candidates are required to meet height and weight standards to even apply to Federal OCS. College option 09S Officer Candidates should not ship to Basic Combat Training until they meet height and weight standards. Students and cadre will ensure DA 5500 and DA 5501 forms are fully completed and correctly filed in student counseling packets.

(2) Incoming Candidates must meet the appearance standards prescribed in AR 670-1 and Secretary of War written directives.

(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.** The Army selects Officer Candidates by trusted boards, and as such the Infantry School and OCS presumes Candidates to be leaders of character willing to live and lead by the Army ethic. OCS provides daily opportunities for Candidates to demonstrate their leadership potential. Commissioning is a privilege earned not only by successfully completing assigned tasks, but by also confirming suitable potential across the Army's leadership attributes and competencies. Each Officer Candidate is evaluated individually under the whole person concept based on their merit, performance, and potential. Course instruction will emphasize the Army Leadership Requirements Model (Leader Attributes and Core Competencies outlined in ADP 6-22 Army Leadership) throughout all training. Command teams and the battalion staff will periodically inspect student counseling packets during and after conduct of the course. Counseling packets will include all DA 4856 counseling forms, spot reports, grading sheets/rubrics, peer evaluations, etc. documenting course critical events and all officially documented positive and negative feedback provided to students by cadre. Candidates considered for recycle or dismissal will have their overall performance evaluated against the standards for graduation, course outcomes, and the Leader Core Competencies and Attributes,

not historical precedent, or other individual cases. Therefore, the Officer Candidate's entire performance is considered along with the OCS course outcomes.

**b. Recycle, Resignation, and Dismissal From OCS.** Officer Candidate School provides the Army its scalable BOLC-A commissioning source, not a DA 1059 (Army Academic Evaluation, AER) producing course. 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. As such, this document contains policies and procedures that differ from DA 1059 producing courses governed by AR 350-1 and TR 350-18. For example, the OCS Commandant does not require legal review in decision not to commission an Officer Candidate, and candidates have a shorter appeal process than in DA 1059 courses. This section describes these authorities, procedures, and student appellate and rebuttal opportunities. 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 or to waive requirements to allow graduation with peers, are not rebuttals and may result in counseling and/or negative spot report from the Command Sergeant Major or Battalion Commander. Quibbling for additional points is not authorized; see also the OCS Honor Code.

(1) 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 seven (7) duty days to the Infantry Commandant's designated representative as the appellate authority, the 199<sup>th</sup> Brigade Commander unless a candidate chooses to waive this right. Upon submission of the dismissal rebuttal, the dismissal packet will receive a legal review prior to being presented to the Brigade Commander. While students may consult with external actors, the OCS Commandant and 199<sup>th</sup> Brigade Commander are not to be subject to undue or unlawful command influence from in-service student's external chains of command. Cadre in 3-11 Infantry fully respect student's rights to protected communications and answer any questions raised by the chain of command, the Inspector General, and elected officials regarding student issues concerning these authorities.

(2) 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. There is no rebuttal authorized to the Commandant's completed decision to recycle an Officer Candidate. The OCS Commandant may place Candidates in HHC for UCMJ or Honor Code Investigations, or when otherwise in interest of good order and discipline. Companies will transfer complete counseling packets of students to the gaining company. Counseling packets for dismissed as well as graduated students will be turned in to the 3-11 Infantry battalion S-1 section within 30 days of student departure and physically stored for a minimum of two years.

(3) 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.

(4) 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 recycle 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; rebuttals to the Brigade Commander are not authorized.

(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, 199<sup>th</sup> 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 readmission or future enrollment. This includes enrollment into State OCS programs. 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 Unbiased Panel             |
| Tactical Operations Exam             | Battle Analysis                       |
| Training Management Exam             | WTBDs                                 |
| Call for Fire Exam                   | Misconduct                            |
| Honor Code Violations                | ISAP / policy / regulation violations |
| Bolton Obstacle                      | Medical Dismissal                     |
| Land Navigation Exam                 |                                       |

Figure 1.1

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

|                   |                            |
|-------------------|----------------------------|
| Land Navigation   | 9-mile foot march          |
| Army Fitness Test | 12-mile foot march         |
| 6-mile foot march | 4-mile run                 |
| Medical Recycle   | Graduation Run or PT Event |

**Figure 1.2: Non-Rebuttable Events.**

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 or insert prior to testing a previously passed event 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 or compassionate 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. Commanders will verify the medical readiness and eligibility of students to conduct training upon arrival and prior to commissioning. 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) will be evaluated every 30 days by the HHC Command Team to determine measurable progress. Progress includes compliance with treatment plans, active participation in rehabilitation, and objective improvement toward course physical requirements. After 90 cumulative days, a Candidate will be considered for dismissal from OCS, considerations will include medical clearance from a medical provider to demonstrate the physical, mental, and professional readiness required to return to OCS training. The HHC Command Team may administer physical tests to include the AFT, 4-mile run, and ruck marches to ensure physical readiness is met, but are not a requirement to return to OCS training. Candidates who fail to demonstrate progress at 30-day intervals, or who do not recover within 90 days, will be considered for dismissal. The OCS commandant is the final dismissal authority and will consider the circumstances involving the lack of progression necessary to safely re-insert into an OCS class.

(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.

(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 with medically waivered conditions are expected to meet all graduation standards. If a pre-existing, waivered condition is aggravated to the point that it prevents the candidate from meeting these standards, a medical recycle or dismissal may be initiated in accordance with AR 40-501.

(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:** Effective 01 January 2026, if more potential Candidates arrive for a class start than there are available slots, the day one Army 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. See AFT section for additional details including interim AFT requirements through 31 December 2025.

**(7) Failure to Progress Recycle / Dismissal:** A candidate who fails to show progress in performance, physical fitness, leadership evaluations, motivation, attitude, aptitude, or conduct may be recommended to the OCS Commandant for an unbiased panel review, recycle, or dismissal. Examples of failure to progress include first time no-gos of multiple course critical events, continuing to receive spot reports for similar infractions following an unbiased panel review or previous recycle, or consistent demonstration of poor judgement and/or maturity expected of a commissioned officer. Officer candidates who have recycled with two previous classes may be dismissed following failure, academic or otherwise, in a third class. Officer Candidates receive more opportunities for retraining than their ROTC cadet peers by design due to the accelerated nature of the commissioning source. However the intent of the commanders of 3<sup>d</sup> Battalion, 11<sup>th</sup> Infantry Regiment and the 199<sup>th</sup> Infantry Brigade state that Officer Candidates should only be afforded a fourth class up opportunity for extreme circumstances, and Officer Candidates recycled multiple times should not return to a Company in which they have already been recycled.

**(8) Unbiased Panel Recycle / Dismissal:** At any time, the OCS Commandant may convene an unbiased panel 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 an unbiased panel for any student that is recommended for recycle from the course a second time. If the panel 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 unbiased panel reviews.

**(9) 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. Unless required by separate policy or otherwise noted within this document, cadre are not required to provide students a full retraining session for academic failure. 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 and/or inappropriate (ex. romantic) relationships. This includes developing or attempting to develop such relationships with cadre or other any other permanent party personnel on Fort Benning, GA. See also AR 600-32.
- (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.

(o) Unauthorized visitation to adjacent company areas.

(p) Bullying. A form of harassment that includes acts of aggression by Soldiers or DA Civilian employees, with a nexus to military service, with the intent of harming a Soldier either physically or psychologically, without proper military authority or other governmental purpose. Bullying is the exposure of an individual or group to physical and/or emotional aggression with the intent to cause distress or harm. Bullying may involve the singling out of an individual from his or her coworkers, or unit, for ridicule because he or she is considered different or weak. It often is indirect or subtle in nature and involves an imbalance of power between the aggressor and the victim. Bullying can be conducted through the use of electronic devices or communications, and by other means including social media, as well as in person.

(q) Hazing. A form of harassment that includes conduct through which Soldiers or DA Civilian employees (who haze Soldiers), without a proper military authority or other governmental purpose but with a nexus to military service, physically or psychologically injures or creates a risk of physical or psychological injury to Soldiers for the purpose of: initiation into, admission into, affiliation with, change in status or position within, or a condition for continued membership in any military or DA Civilian organization. Hazing can be conducted through the use of electronic devices or communications, and by other means including social media, as well as in person.

(r) Sexual Harassment/Assault Response and Prevention Program violations.

**(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 deceitfully 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. Candidates who unintentionally receive contraband by mail from friends or family should immediately surrender the contraband for disposal or storage as appropriate. Candidates who surrender such contraband will suffer no adverse action.

**(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 199<sup>th</sup> 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, 199<sup>th</sup> IN BDE and may result in dismissal from the course.

(6) **Resignation Dismissal:** The OCS Commandant may approve the resignation of a candidate for personal reasons. Candidates may not resign until after enrolling in the class and completing at least four weeks of training. The only exception will be for the convenience of the Government when personal reasons or physical or mental deficiencies, unforeseen before enrollment, surface. If the Commandant approves an Officer Candidate's resignation, that candidate's name will be reported promptly to Human Resources Command via the standard dismissal process. The College Option Officer Candidates will then be reassigned based on the needs of the Service. In-service Officer Candidates will return to their units. Resignation responsibilities are:

(a) Officer Candidate. The candidate must submit their request for resignation from Federal OCS in writing to the chain of command explaining why they request to resign. Candidates may not resign in lieu of academic, leadership, or misconduct dismissals. If the candidate elects to withdraw the resignation before it is forwarded to the Company or Battalion commander, the documents will be retained in the candidate's record.

(b) Company Cadre. The Company Commander or other designated cadre will counsel the candidate on a DA Form 4856 concerning the request for resignation. Counseling should include resignation procedure and potential consequences. The Company Commander or designated representative may include written comments on the candidate's potential before forwarding the packet to the Battalion Commander / OCS Commandant.

(c) OCS Commandant (Approval Authority). The Battalion Commander as OCS Commandant may interview the candidate, further counsel him/her on the consequences of the resignation, and approve or disapprove the resignation. Dismissal decisions will be recorded on a dismissal memorandum and DD Form 785 as with other dismissals.

(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 or occur early due to high performance of the class, on the recommendation of the Company Commander and approval of the OCS Commandant.

(a) **Common to all phases.** Students wear the phase-corresponding colored OCS ascot while executing the course, whether on or off the 3-11 Footprint, when not in a field environment.

(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: In accordance with AR 600-35, only permitted at official functions of Branching Social and Formal and limited in quantity by unit SOP.

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

(5) Caffeine: Caffeine permitted in garrison only, with the exception of what is issued in Army rations. Energy drinks/shots prohibited. Caffeine is not permitted eight hours before entering a field environment.

(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.

(10) Supplements: Supplements prescribed by a medical provider are authorized. Supplements are authorized IAW the guidelines provided/authorized supplements list. Supplements not on the list are considered contraband.

(11) Camelbaks are not required when away from OCS Footprint or field training area.

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

(1) Restricted to OCS Footprint and CTMC during the duty week. Candidates allowed access to buildings on "Main Post" area during weekends. Off-Limits establishments include those that serve alcohol in a "bar-type" environment, including the 1918 Club and I-BAR, etc."

(2) POVs not authorized.

(3) Civilian Clothes not authorized.

(4) Cell Phones are only authorized after duty hours.

(5) Tobacco / Nicotine use not authorized.

(6) Alcohol not authorized.

(7) Caffeine use authorized in garrison only, with the exception of what is issued in Army rations. Energy drinks/shots are prohibited.

**(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. Candidates are authorized access to establishments on Fort Benning, GA. "Off-Limits" establishments include the Infantry Bar and 1918 club.
- (2) POVs are authorized after duty hours until 2100.
- (3) Civilian Clothes not authorized.
- (4) Cell phones are authorized only after duty hours and not in the field environment.
- 5) Caffeine authorized in garrison, but not authorized in the field, with the exception of what is issued in Army rations. Energy drinks/shots are prohibited (Requires Company Commander approval).
- (6) Tobacco / Nicotine use not authorized.
- (7) Alcohol use authorized only at Branching Social (Limited by SOP).

**(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. Off-post passes in ACU with white ascot authorized only by exception of the OCS Commandant.
- (2) POVs authorized on-post after duty hours until 2100.
- (3) Overnight passes not authorized unless approved by OCS Commandant. See f.1.h.
- (4) Business casual civilian clothes authorized during passes.
- (5) Cell phones authorized after duty hours.
- (6) Caffeine authorized.
- (7) Tobacco / Nicotine use not authorized.
- (8) Alcohol consumption authorized only at Formal (Limited by SOP).

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

**(f) Holdunder and MEB Status Privileges:** Holdunders are those students who are preparing to class up into an upcoming OCS class. MEB Status students are those undergoing the MEB process. HHC Commander withholds discretion to not permit the following privileges

based on good order and discipline of Holdunder students as well as legal, medical and administrative reasons.

(1) Holdunders are held generally under Blue Phase rules with minor exceptions:

- Authorized to use cell phones and other approved personal electronic devices during duty and non-duty hours.
- Authorized to request 8-hour on-post weekend passes submitted via MFR to HHC Command Team.
- Authorized use of personally owned vehicles (POVs).
- Must remain in uniform during duty day and passes.
- Must always travel in battle buddy pairs while off the OCS footprint.

(2) Family Visitation:

- Families may visit during approved on-post passes; however, an MFR must be submitted requesting family presence on the OCS footprint during passes and/or on the weekends.
- Families must sign in at the staff duty desk upon arrival.
- Families are not authorized to enter the barracks at any time.
- Families may use their POVs to transport their Soldier during the pass period.
- Soldiers must be in Battle Buddy pairs during family visits.

(3) MEB Status Students:

- Students under MEB status are authorized to use their POVs to attend medical and administrative appointments related to their MEB processing.
- Commanders may grant additional privileges as needed to ensure successful transition out of the military, consistent with unit policy and good order and discipline.

**f. Unbiased Panel Review.** Students who show a lack of aptitude or qualification for commissioned status, as determined by procedures outlined in this ISAP and 3-11 IN (OCS) SOP may be nominated by Company Commanders for review by an unbiased panel. The panel is administrative in nature, follows OCS procedures that are less intensive than the non-directive guidance for more formal boards discussed in AR 15-6, and makes recommendations to the Commander of 3-11 Infantry Regiment on whether a student should be retained, retrained, recycled, dismissed, and/or be subject to other administrative and disciplinary action. The approval and appellate authorities for panel recommendations are outlined in paragraph 1-2 of the OCS ISAP.

(1) The panel will be comprised of unbiased Officers and Non-Commissioned Officers, at least one from outside the Battalion Chain of Command. OCS will provide a representative to inform the panel of OCS policies and procedures only. The panel will review the entirety of the packet provided for decision. In the case of potential dismissals, the BN XO will ensure legal integration and oversight of the process.

(2) Once all matters are reviewed 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 panel's recommendation will be forwarded to the OCS Commandant for final decision. The Commandant is not required to accept panel recommendations.

(3) 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 panel review.

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). Spot reports alone do not constitute a formal disciplinary action. Cadre from any company may recommend any Candidate for a Spot report. Spot Reports will be recorded on a Leadership Assessment 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 an Unbiased Panel Review. Company Commanders may consider use of a positive spot report to 'cancel' negative report. The Company Commander is the decision authority on all Spot Reports. Candidates can receive major or minor negative spot reports for failure to meet minimum standards within the course. A minor spot report results in a 10 point deduction from the overall OML. Three minors = one major. A major spot report results in a 50 point deduction from the overall OML. Paragraph h. (4-5) lists examples of reasons for minor and major spot reports.

(1) In addition to the Spot Report Form, Cadre may also counsel a Candidate in writing on a DA Form 4856 when they receive a Spot report if further counseling is merited.

(2) 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.

(3) The Leadership Assessment Card for spot reports must be adequately detailed. 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.

**(4) Minor Spot Reports.** A minor spot report details an incident that has less severe consequences and does not significantly disrupt operations. A minor spot report results in a 10-point deduction from the overall OML. Candidates who receive 3 minor spot reports will receive a major spot report which can result in a recommendation of recycle/dismissal or 50 points deducted from the overall OML. Some examples that warrant a minor spot report include (but are not limited to): failure to receive the minimum 70% for course provided exams, failure to have the required equipment to complete training, using electronic devices not authorized during the duty day, not having a battle buddy, failure to demonstrate appropriate customs and courtesies, sleeping during POI, failure to follow instructions, inappropriate conduct (on or off duty), loss or damage to government property, etc. OCS cadre may recommend a minor spot report for violations not listed with approval by the Company Commander.

**(5) Major Spot Reports.** A major spot report details a serious violation of OCS standards of conduct, discipline, or integrity. These reports capture incidents that reflect behavior inconsistent with the Army Values, the OCS Honor Code, or the expectations of an Officer Candidate. A major spot report indicates a **significant breach of standards** that may warrant disciplinary action, counseling, or referral to the commandant for recycle/dismissal decision. If retained, a major spot report results in a 50-point deduction of the overall OML. Some examples that warrant a major spot report include (but are not limited to): 3 minor spot reports, negligent discharge, failure to support the chain of command, violation of the OCS Honor Code, leaving assigned place of duty without permission, insubordination or disrespect toward an Officer or Non-Commissioned Officer, fighting or physical altercations, fraternization or inappropriate relationships, possession of contraband, willful damage or neglect resulting in loss of government property, disruptive behavior in class or training, failure to report or participate in accountability formations, etc. OCS cadre may recommend a major spot report for violations not listed with approval by the OCS commandant.

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/OML NLT the day before Branching. Candidates may ask Cadre to confirm grades they believe are in error. Company commanders will report to the Battalion Commander on completion of the above counseling measures of performance. The Battalion Command Sergeant Major and battalion staff are empowered to inspect counseling packets during and after all courses.

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. For candidates ranking in the bottom 10% of their squad, results of peer counseling will be recorded on a DA Form 4856 and placed in the Candidate's counseling packet. Peers will be conducted in accordance with the OCS course map, currently templated in weeks four, eight, and ten. Peer evaluations alone will not be used to identify students for recycle or dismissal, however a Candidate will receive a Spot Report and a DA Form 4856 for being in the bottom 10%. Three minor/one major negative spot reports for any reason may result in an unbiased panel review.

**k. Counseling Packets.** Company Commanders are responsible for maintaining updated counseling packets on each Candidate and transferring these complete packets to a receiving company if the Candidate is recycled. Receiving commanders will retain all counseling documents from previous classes. Counseling packets sent to the Battalion or Brigade level will be complete to assist in evaluation of the whole person concept. The S-1 will maintain counseling packets for two years following the graduation or dismissal of a Candidate.

**I. Corrective Training.** Authority to use corrective training is part of the inherent powers of command governed by AR 600-20. OCS cadre are not drill sergeants and are not governed by TR 350-36. The OCS cadre exercise general military authority on behalf of the Battalion Commander and are authorized to correct and administer nonpunitive corrective measures, regardless of the rank of the instructor and a student hold-under or training (ex. an OCS cadre staff sergeant has the Commander's authority to correct a DCC student lieutenant colonel or an OCS officer candidate master sergeant) One of the most effective nonpunitive corrective measures is extra training or instruction (on-the-spot corrections). For example, if Soldiers appear in an improper uniform, they are required to correct it immediately. If Soldiers have training deficiencies, they will be required to take extra training or instruction in subjects related to the shortcoming. The training or instruction given to a Soldier to correct deficiencies must be appropriately tailored to curing the deficiency. It must be oriented to improving the Soldier's performance in their problem area. Brief physical exercises are an acceptable form of corrective training for minor acts of indiscipline (for example, requiring the Soldier to do push-ups for arriving late to formation) so long as it does not violate the Army's policies prohibiting hazing, bullying, and unlawful punishment. Corrective measures may be taken after normal duty hours. Such measures assume the nature of training or instruction, not punishment. Corrective training should continue only until the training deficiency is overcome. Care should be taken at all levels of command to ensure that training and instruction are not used in an oppressive manner to evade the procedural safeguards inherent to the imposition of nonjudicial punishment. Deficiencies satisfactorily corrected by means of training and instruction will not be noted in the official records of the Soldiers concerned.

#### 4. OCS Evaluation Points Criteria

**a. General.** The Officer Candidate School program of instruction is administered by the 3<sup>rd</sup> Battalion, 11<sup>th</sup> Infantry Regiment as a resident course of Fort Benning, GA. OCS Candidates will complete all requirements in the resident course and commission at Fort Benning. Constructive credit and commissioning *in absentia* is not authorized. Points are broken down into three pillars: Military, Leadership, and Fitness. The three pillars will be equal in weight with 1000 total points in each category to create balanced leaders. **Officer Candidates must achieve 70% of the total OML points, or 2100/3000 total points for the course.** Candidates failing to achieve 2100 points for the course may be recycled or dismissed.

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

(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 active duty 09S Candidates until full implementation of Talent Based Branching. Company commanders will ensure OML events are graded promptly and provided to students. Grades will be posted on Blackboard or a backup system within one week of the graded event.

(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.

(6) A maximum of 3000 OML points with an even distribution between Military, Leadership, and Fitness pillars, further governed by rubrics contained within the 3-11 IN (OCS SOP), are earned by candidates based on the following criteria:

| Event                                  | Graduation Standard      | Point Value      |
|----------------------------------------|--------------------------|------------------|
| <b>Battle Analysis</b>                 | <b>70% Test Score</b>    | <b>100</b>       |
| <b>Land Navigation</b>                 | <b>3/6 points</b>        | <b>200</b>       |
| <b>Land Navigation Written</b>         | <b>70% of Test Score</b> | <b>100</b>       |
| <b>Tactics Exam</b>                    | <b>70% of Test Score</b> | <b>200</b>       |
| <b>Training Management Exam</b>        | <b>70% of Test Score</b> | <b>200</b>       |
| <b>History</b>                         | <b>70% of Test Score</b> | <b>200</b>       |
| <b>Height/Weight</b>                   | <b>Go/No-Go</b>          | <b>For Entry</b> |
| <b>AFT #1</b>                          | <b>Go/No-Go</b>          | <b>For Entry</b> |
| <b>AFT #2</b>                          | <b>Go/No-Go</b>          | <b>300</b>       |
| <b>Bolton Obstacle Course</b>          | <b>Complete Event</b>    | <b>200</b>       |
| <b>4 Mile Run</b>                      | <b>Complete Event</b>    | <b>200</b>       |
| <b>6 Mile Foot March</b>               | <b>Complete Event</b>    | <b>100</b>       |
| <b>9 Mile Foot March</b>               | <b>Complete Event</b>    | <b>100</b>       |
| <b>12 Mile Foot March</b>              | <b>Complete Event</b>    | <b>100</b>       |
| <b>SQD OPORD</b>                       | <b>70% of Rubric</b>     | <b>200</b>       |
| <b>WTBDs</b>                           | <b>140/200 points</b>    | <b>200</b>       |
| <b>SQD STX</b>                         | <b>"C" or above</b>      | <b>300</b>       |
| <b>Leadership and Military Justice</b> | <b>70% Test Score</b>    | <b>200</b>       |
| <b>Garrison Leadership</b>             | <b>70% of Rubric</b>     | <b>100</b>       |

b. **Leadership.** A maximum of 1000 OML points, further governed by rubrics contained within the 3-11 IN (OCS SOP), are earned by Candidates based on the following events: SQD OPORD (200 Points), WTBDs (200 Points), SQD STX (300 Points), Leadership and Military Justice (200 Points), and Garrison Leadership (100 Points).:

(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 a "C" rating, or more than 50 points for each event. Candidates will be authorized 1x retest for each leadership event. Failure of a retest may result in recycle. Cadre will consider context of leadership events and focus grading on demonstrated leadership attributes and competencies. Not all leadership experiences will be shared experiences. For example, garrison leadership is more challenging at land navigation than history academics. This context matters, and cadre will work to provide meaningful leadership feedback regardless of situation and reflect challenges as such. Leadership evaluations may merit "excellent" ratings for overcoming challenges, whereas 'successful' missions may demonstrate need for retraining.

(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) Excellent (90-100%). A rating of "Excellent" indicates the Candidate demonstrates above average proficiency in most leadership attributes and competencies. To achieve an "Excellent" rating the Candidate typically demonstrates clear understanding of higher mission and intent, conveys a clear and concise OPORD to his/her subordinates, use the principles of mission command to empower and manage subordinate leaders, spot checks critical tasks and equipment, manages time, decisively and violently accomplish the mission using sound judgment, doctrine, and units TTP/SOPs. Mastery of infantry skills and tactics are not required to achieve an "Excellent" rating in field training, however knowledge of infantry skills and tactics greatly reduces challenges observed in developing leadership attributes and competencies.

(b) Proficient (75-89.9%). A rating of "Proficient" indicates the Candidate demonstrates average to good proficiency in the preponderance of the leadership attributes and competencies. Candidates proficient in leadership attributes and competencies typically accomplish the mission, performs all critical tasks, have a working knowledge of small unit tactics, use subordinate leaders to help plan and execute the mission, and demonstrate reasonable judgment based on the situation with minimal guidance.

(c) Capable (50-74.9%). A rating of "Capable" indicates a Candidate passed the event, but demonstrates a need for improvement in a preponderance of leadership attributes and competencies. For example, a Candidate generally accomplishes the mission and most critical tasks but requires additional guidance, lacks initiative, relies on support from subordinates, etc. to address leadership attribute and competency shortfalls.

(d) Unsatisfactory (<50%). A rating of “Unsatisfactory” indicates that a Candidate requires retraining and significant improvement in one or more leadership attributes and competencies. Candidate fails to conduct critical tasks or fails to demonstrate leadership throughout the mission. Indicators of unsatisfactory performance may include, but are not limited to: quitting, panicking or otherwise losing control of emotions, failing to treat fellow Candidates with dignity and respect when under stress, and loss of control of the formation resulting in major impacts to mission or fratricide. Lack of mastery of light infantry skills and tactics alone is not grounds for an unsatisfactory rating, however lack of these skills compounds a Candidate’s difficulties in demonstrating leadership attributes and competencies. Task or mission failure may not automatically result in an unsatisfactory rating; rather, a Candidate’s reaction to adversity may positively demonstrate leadership attributes and competencies.

| Leadership Evaluations | E (90-100%) | P (75-89.9%) | C (50-74.9%) | U (<50%) |
|------------------------|-------------|--------------|--------------|----------|
|------------------------|-------------|--------------|--------------|----------|

**Figure 2.2**

(3) Squad STX. Federal OCS as with other commissioning sources uses light infantry tactics and field exercises as an economical means to baseline future officers in doctrine, tactical theory, and fieldcraft. Federal OCS evaluates Candidates on leadership attributes and competencies. Candidates are not expected to master light infantry tactics, and infantry tactics alone will not be used to determine a passing grade on a lane. Candidates will be given three graded leadership positions during SQD STX: one evaluation as a Squad Leader and two as Team Leader. Squad leader evaluations will be delivered by AAR with leader development cards. 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. Passing Team Leader evaluations do not require leader development card generation. Failure of a Team Leader evaluation results in a minor spot report on a leader development card. 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. Army schools and units often employ peer evaluations to help assess developmental needs and facilitate leadership development counseling. Peer assessments are used as a developmental tool and provide individuals with valuable information for personal growth. Candidates will receive three peer evaluations throughout the course, typically conducted following weeks 4, 8, and 10. These peer evaluations consist first of 2x squad level peer assessments. Based on size of platoons, the final Platoon level peer evaluation assessment may focus on ranking Candidates in top, middle, and bottom thirds in addition to top and bottom 10%. The company may conduct additional peer evaluations for development purposes. 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 minor spot report and may be moved to a different squad or platoon for further evaluation. Peer evaluations will not provide sole cause for the recycle or dismissal of a Candidate, but peer evaluation spot reports may result in an unbiased panel review. Peer evaluations will be considered by panels and the OCS Commandant as part of the whole person concept.

(5) Leadership Reaction Course (LRC). Candidates will be evaluated on their leadership performance on the LRC. This evaluation will be for initial development purposes only.

**(6) SQD OPORD.** Candidates must prepare and deliver a squad-level operations order (OPORD) in accordance with the five-paragraph OPORD format to effectively communicate the plan and enable mission success. Candidates will be given a Platoon OPORD, doctrinal references (ADP 5-0, ATP 3-21-8), a terrain model, and appropriate time to plan and prepare. Candidates will brief the OPORD to cadre in a designated training area. Cadre will use the grading rubric to assess the candidate's ability to prepare and brief the SQD OPORD. Candidates must meet a minimum of 70% or 140/200 points to pass. Candidates who fail to meet the minimum 140/200 points will receive one opportunity to retest. A candidate who passes the retest will receive a maximum of 100/200 points on the overall OML. A candidate who fails the retest will be recommended to the commandant for recycle.

**(7) Warrior Tasks and Battle Drills.** Candidates will demonstrate proficiency in fundamental Warrior Tasks and Battle Drills (WTBDs) through performance-based evaluations and 10 designated testing stations (maintain a Weapon M4, maintain a Weapon M240B, correct a malfunction M240B, maintain a weapon M249, correct a malfunction M249, tactical combat casualty care, apply camouflage, operate an ASIP radio, operate an MBTR radio, and call for fire). Cadre will utilize STP 21-1-SMCT along with training and evaluation outlines (T&EOs) to assess competencies. Candidates must pass seven out of ten stations to receive graduation credit. If a candidate doesn't pass seven out of ten stations, they will be afforded one retry per station, if a candidate fails the retest, they will be recommended to the commandant for recycle.

**(8) Leadership and Military Justice Exam.** Candidates will demonstrate knowledge of the Uniform Code of Military Justice (UCMJ), Army policies, military legal procedures, and the Army Leader Requirements Model (ALRM) by completing a written exam. Candidates will have one hour to complete the exam in a classroom environment under cadre supervision. A candidate must receive 70% to pass the exam. If a candidate fails to achieve 70 points on the exam, they will be afforded one opportunity to retest, if the candidate passes the exam the second time, they will receive 70 points and a minor spot report resulting in 60 points total for the OML. A candidate who fails the retest will be recommended to the commandant for recycle.

c. **Military.** A maximum of 1000 points are available to Candidates based on the exams listed below. A minimum score of 70% on tests are required 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 are TRADOC requirements IAW the BOLC-A Common Core Task List (CCTL). A breakdown of points can be referenced in Figure 2.1.

**(1) Battle Analysis.** The battle analysis brief is a graded academic event designed to assess candidates' ability to analyze, synthesize, and communicate military history and doctrinal lessons relevant to the profession of arms. Candidates will be placed into groups based on their projected branch assignments, promoting collaboration and the application of branch-specific perspectives. Each group will select one strong briefer to deliver the teams presentation, representing the collective analysis and conclusions of the group. The group will receive a shared grade, contributing 100 points towards the OML. Groups will be graded on the briefing rubric shown in the figure below. The group will receive the same OML grade points and the graduation standard for the event is 70 points on the grading rubric. If a group fails to meet the minimum required points, the group will get a second opportunity to brief the presentation to a different cadre member. If a group fails to meet the 70-point minimum requirement, all candidates of the group will receive a minor spot report, receive the higher

points of the two evaluation rubrics, and continue the course. The Battle Analysis brief is aimed as a foundation to prepare candidates for future briefing requirements at BOLC-B, encourage teamwork, historical understanding, and professional communication – reinforcing the intellectual foundation of future Army Officers.

**(2) Land Navigation Practical.** Candidates must individually pass the night into day land navigation course practical examination. The practical portion of Land Navigation will be worth 200 total OML points. Candidates will have four hours to successfully find and physically reach at least three out of six points and return to the grading location with a correctly filled out grade sheet. Students must physically reach the point on each test iteration; logging a point without physically reaching it, whether the student previously found it or not, is cheating. A correctly filled out grade sheet must include the recorded number of the point and a perforation made by the “clacker” at that point, if present. Both requirements must be correct for the point to be counted as correct. The 199<sup>th</sup> Infantry Brigade and 3-11 Infantry are authorized to employ additional anti-cheating measures including but not limited to shakedowns, roving cadre, complex ciphers for point codes, and use of different points for training versus testing. Cadre will use GPS tracker data to screen for suspected cheating. The GPS trackers used by MCoE are also used by special mission units. They are accurate to within one meter and use up to five satellite constellations simultaneously. They update location, direction, and speed to an online database every thirty seconds. The GPS data is accessible well after land navigation testing. With exception of failure of batteries, which is noted in the data, the GPS system provides compelling evidence to assist in honor code inquiries and investigations.

(b) The examination is an individual Candidate's responsibility and will not be conducted with any form of aid from fellow students or notes. Per the 199<sup>th</sup> Infantry Brigade Land Navigation policy letter, land navigation failures require a full retraining session validated by Company Commander or First Sergeant. Candidates will conduct individual pre-combat checks (PCCs) of equipment prior to testing. In the event of loss or failure of necessary equipment during training, students may return to the startpoint for assistance from cadre, however event time will not stop. Students will not ask for assistance from, nor provide assistance to, fellow students with exception of life threatening circumstances. 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, which must be passed for a Candidate to successfully pass land navigation. Points are awarded IAW the chart below.

| Correct Points Found | 1 <sup>st</sup> Attempt | 2 <sup>nd</sup> Attempt |
|----------------------|-------------------------|-------------------------|
| 6 of 6               | 200                     | 100                     |
| 5 of 6               | 175                     | 75                      |
| 4 of 6               | 150                     | 50                      |
| 3 of 6               | 100                     | 25                      |

Figure 2.5

**(2) Land Navigation Written Exam.** Candidates must demonstrate knowledge of Land Navigation fundamentals by completing a written exam covering map reading, route planning, terrain identification, intersection and resection, and azimuth conversion. Candidates will be given a written land navigation exam consisting of multiple-choice questions, a no. 2 pencil, scratch paper, and access to a protractor and map as required. Candidates will have one hour to complete the exam in a classroom environment under cadre supervision. A candidate must receive 70% to pass the exam. If a candidate fails to achieve 70 points on the exam, they will be afforded one opportunity to retest, if the candidate passes the exam the second time, they will receive 70 points and a minor spot report resulting in 60 points total for the OML. A candidate who fails the retest will be recommended to the commandant for recycle.

**(3) Tactics Exam.** Candidates must demonstrate basic knowledge in small-unit tactics, doctrine, and decision-making by completing a written exam covering troop-leading procedures, operational terms and graphics, movement techniques, offensive and defensive operations, and patrolling fundamentals. Candidates will be given a written exam consisting of multiple-choice and standard classroom testing materials. Candidates have one hour to complete the exam under supervision. A candidate must receive 70% to pass the exam. If a candidate fails to achieve 70 points on the exam, they will be afforded one opportunity to retest, if the candidate passes the exam the second time, they will receive 70 points and a minor spot report resulting in 60 points total for the OML. A candidate who fails the retest will be recommended to the commandant for recycle.

**(4) Training Management Exam.** Candidates must demonstrate knowledge of Army Training Management fundamentals by completing a written examination covering the Army Training Management cycle, the Operations process, Risk Management integration, and the use of Army resources (ATN, CATS, METL). Candidates will be given a written exam consisting of multiple-choice and standard classroom testing materials. Candidates have one hour to complete the exam under cadre supervision. A candidate must receive 70% to pass the exam. If a candidate fails to achieve 70 points on the exam, they will be afforded one opportunity to retest, if the candidate passes the exam the second time, they will receive 70 points and a minor spot report resulting in 60 points total for the OML. A candidate who fails the retest will be recommended to the commandant for recycle.

**(5) History Exam.** Candidates must demonstrate knowledge of U.S. Military History by completing a written exam covering key battles, campaigns, leaders, and doctrinal lessons learned, with emphasis on how history informs the profession of arms and modern military operations. Candidates will be given a written exam consisting of multiple-choice and standard classroom testing materials. Candidates have one hour to complete the exam under supervision. A candidate must receive 70% to pass the exam. If a candidate fails to achieve 70 points on the exam, they will be afforded one opportunity to retest, if the candidate passes the exam the second time, they will receive 70 points and a minor spot report resulting in 60 points total for the OML. A candidate who fails the retest will be recommended to the commandant for recycle.

**d. Physical Fitness.** A maximum of 1000 points are available to Candidates based on the fitness events listed below. Minimum scores vary by event and can be referenced in Figure 2.1. Candidates who fail to achieve the minimum standard a final re-test may be recycled. A breakdown of points for Fitness can be referenced in Figure 2.1.

**(1) Army Fitness Test.** Students and cadre will ensure all DA 705 forms are fully completed and filed within student counseling packets. All Soldiers who score 465 points or more on the record general standard or combat standard Army Fitness Test (AFT), with a minimum of 80 points in each event, are deemed in compliance with the Army body fat standard and will not be subject to tape or flagging actions. This policy applies to Soldiers who complete all five primary events of the AFT; no alternate events are authorized.

(a) Class-Up AFT. Candidates are required to conduct the Class-Up AFT.

(i) Effective 01 January 2026, Candidates are required to pass a Class-Up AFT to secure a slot on the course. Prior to this date, AFT failures will be considered diagnostic.

(ii) Effective 01 January 2026, the AFT may be used to generate a class order of merit list (OML) for any previously recycled Candidate seeking entry on day one into another class that exceeds the maximum student load. All Students with an ATRRS reserved status will class up first unless precluded by instructor-student ratio. Due to the nature of the course, the Federal Officer Candidate School does not permit ATRRS "walk-ons" and as such no student is in competition with "walk-ons" for entry into the course at any time. From 01 June 2025 through 31 December 2025, HHC 3-11 IN will conduct a timed diagnostic execution of the OCS obstacle course to generate the OML, if required.

(iii) Effective 01 January 2026, Candidates who remain on the Class-Up OML will be slotted for the next upcoming class.

(iv) Effective 01 January 2026, Candidates who fail the Class-Up AFT will be denied entry into the course and administered as recycled.

(v) Effective 01 January 2026, Candidates who fail the Class-Up retest will be dismissed for the course.

(b) Record AFT.

(i) Candidates are required to conduct a Record AFT during the class cycle.

(ii) Effective 01 January 2026, the Record AFT is both an OML and Graduation requirement.

(iii) Effective 01 January 2026, record AFT scores will be calculated into the Candidate's OML points. Candidates will receive a maximum of 200 points on AFT #2. Until 1 January 2026, the AFT will only be used to generate positive spot reports and physical fitness awards at graduation.

(iv) Candidates are not authorized alternate events unless required by a permanent profile.

(v) Candidates who fail the Record AFT will be given a retest NET 72 hours after the failed AFT.

(vi) Effective 01 January 2026, Candidates who fail the Record AFT retest may be recycled or dismissed from the course.

(vii) From 01 June 2025 through 31 December 2025, students who pass the Record AFT may receive a record AFT DA 705 scorecard for their records.

**(2) Bolton Obstacle Course:** Candidates must attempt all active obstacles and will be provided with two attempts per obstacle. Refusal to train is violation of lawful orders and grounds for a lack of motivation dismissal or other adverse action. 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. If a Candidate fails to complete an obstacle, he will go to the end of the line to wait for his second attempt.

(a) Scores will be determined by dividing the number of obstacles completed by the number of open obstacles, to get a percentage. That percentage will be multiplied by the point value of the event (200) to generate the OC's score for the event. Candidates must complete 100% of the open obstacles on their first attempt to earn all 200 points. Candidates will have one additional attempt on any obstacle they fail and will receive half of the points for each obstacle they complete on the second attempt. For example, if a candidate completed 6 of 10 (60%) obstacles on his first attempt and completed 2 of 4 failed obstacles on his retests, he will receive 5% for each obstacle successfully completed on the second attempt ( $5\% + 5\% = 10\%$ ). His total % score will be  $60\% + 10\% = 70\%$ . His point score will be  $70\% \times 200 = 140$  points for the event.

(b) The Company Commander may close, replace, or adjust obstacles based on weather or safety conditions. When standards must be adjusted based on changing conditions, commanders will ensure all Candidates have a fair chance to earn credit for that obstacle. The OCS Commandant and Company Commanders may waive an obstacle if an excessive number of students in the class cannot successfully complete the obstacle due to environmental factors, or if an obstacle must be ceased for safety considerations in execution due to breakage. Company commanders may approve retesting at a later date if mitigating circumstances (ex. environmental or safety considerations) preclude a fair re-assessment of the Candidates' physical readiness.

**(3) Foot Marches.** Per AR 350-1, Soldiers applying to OCS must be able to walk 12+ miles with 48 lbs. in their rucksack within the authorized time limit. For course critical events, OCS employs 35 lbs. 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 6, 9, and 12-mile Tactical ruck marches are progressive endurance and leadership assessments conducted IAW AR 350-1, Army Training and Leader Development. These events are designed to evaluate each candidate's physical fitness, resilience, discipline, and ability to lead within a tactical environment.

(b) Candidates are required to remain with their assigned formation, maintaining proper interval, spacing, and accountability IAW AR 350-1 standards. Equipment will be rotated equitably among team members, emphasizing teamwork and collective responsibility.

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

(d) 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)

(e) For all foot marches, if a Candidate falls more than 10 meters behind the rear of their assigned formation, they will continue dismounted movement but 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.

(f) Leadership Assessment: Throughout each ruck event, officer candidates will fill designated leadership positions, exercising control, communication, and decision-making under stress. Leadership will be assessed as a garrison leadership evaluation, focusing on planning, accountability, and motivation within the team.

#### **(4) 4-mile Run.**

(c) A diagnostic run assessment will be conducted during Week 2 or 3 of the course. The purpose of this assessment is to identify potential Hot Weather Injury (HWI) high risk individuals and not a graded event.

(a) During week 5, candidates will conduct a diagnostic 4-mile release run for time. The 4-mile run is not worth points on the OML but is graded as a GO / NO GO event and will give candidates a sense of their readiness for the graded 4-mile run event.

(b) During week 9, candidates will conduct the graded 4-mile release run for time. Officer Candidates will receive the following OML points by time on the 4-mile.

| 4-Mile Time | OML Points |
|-------------|------------|
| 30:00       | 200        |
| 32:00       | 180        |
| 34:00       | 160        |
| 36:00       | 140        |
| 38:00       | 120        |
| 40:00       | 100        |
| >40:01      | 0          |

**(5) Graduation Run or PT Event.** Prior to commissioning, each OCS Class will conduct a morale formation run or other PT event as directed. This event 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 PT event may be recycled. However, the intent of this event is to celebrate class accomplishments, not identify injured or ill students to put at risk of recycle. When conducted as a morale run, the pace for this run is nine minutes per mile (+/- 30 seconds) and a distance of up to four miles. Participation in this event

is mandatory, health permitting. The OCS Commandant may grant exceptions due to mitigating circumstances such as injury or illness.

**(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. Company commanders will report completion of this to the battalion commander prior to branching.

(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 on 15 October 2025.

6. The Programs of Instruction of the Federal Officer Candidate School fall under the proponency of the U.S. Army Infantry Commandant; this document is signed on his behalf. Per AR 350-51, the OCS Commandant is responsible for the operation of the OCS training program including enrolling attendees, evaluating leadership skills, and commissioning. The point of contact for this document is the 3-11 IN Battalion Commander / Federal Officer Candidate School (OCS) Commandant.

JONATHAN D. KINGSLEY  
LTC, SF  
OCS Commandant

PHILLIP J. KINIERY  
Brigadier General, USA  
Infantry School Commandant

**Addendum: Change Log Since Last Version (15 OCT 2025)**

- These changes follow the graduation standards review with 199<sup>th</sup> Infantry BDE Commander, USAIS Commandant, and Commanding General, Maneuver Center of Excellence
- Add Incoming Candidates must meet the appearance standards prescribed in Secretary of War written directives.
- Change to written dismissal appeal from 2 days to 7 days (p4)
- Add legal review and then submission to BDE CDR for review of dismissals (p4)
- Changes to the Whole Person Concept Board based on JAG review to eliminate WPCBs and replace them with an unbiased panel. Legal review on dismissals (p5)
- Land Navigation Exam added. Also added as a rebuttable event (p5)
- Changed verbiage on Medical Recycle/Dismissals from 14 days to develop a comprehensive review every 30 days to measure progression. Pushed Recycle/Dismissal decisions to 90 days for recovery from injury (p7)
- Add Candidates with medically waivered conditions are expected to meet all graduation standards (p7)
- Add permitting early phase up to incentivize performance (p11)
- Change caffeine permitted in black phase with restrictions (p12)
- Add supplements permitted IAW CG policy and authorized supplements list (p12)
- Add guidance Camelbaks not required away from OCS footprint or training area (p12)
- Phase Restrictions changed to permit candidates to demonstrate character (p12)
- Change to authorize OCs in Black Phase access to main post areas / buildings during weekends with excluded establishments (p12)
- Changes to Black, Blue and White Phase restrictions to add: Cell phones authorized after duty hours in every phase, increased footprint for Black and Blue phases, allow POVs after duty hours in Blue Phase (p12-13)
- Changes to the WPCB process based on JAG recommendations. ADD: unbiased panel, legal review for dismissals, rebuttal for dismissals automatic unless waived. Add at least one member of "Unbiased Panel" to be outside the BN (p14)
- Changes to Spot reports to add major/minor reports and description of each.
- Add the point deduction of minor and major spot reports (p14)
- Add Holdunder and MEB Status Privileges and Family Visitation (p13-14)
- Add the three pillars: Military, Leadership, and Fitness at 1000 points each, totaling 3000 (p16)
- Add the requirement that candidates must achieve 70% of the total OML points (2100/3000) to graduate (p16)
- Add new scoring chart and point scale for OML points (p17-18).
- Add descriptions for each course graded event to talk through "task, conditions, and standards".
- Add AFT Exemption Policy: per Army Directive 2025-17, all Soldiers who score 465 points or more on the record general standard or combat standard Army Fitness Test (AFT), with a minimum of 80 points in each event, are deemed in compliance with the Army body fat standard (p23)
- Battle Analysis changed from a paper to a group briefing based by branch (p21)
- Changed Land Navigation standards from 3/6 night into day event with one retest (p22)
- Add Land Navigation written exam as a course critical event (p23)

- Changed Bolton Obstacle Course from 70% graduation requirement to scores being determined by multiplying the % of obstacles completed by 200 (the event's point value) (p25)
- Changed ruck marches to tactical marches to include platoon combat load and leadership positions with garrison evaluation opportunity (p25)
- Changed 4-mile from CCE to OML points only and added grading scale (p26)

**Addendum: Change Log Since Last Version (14 APR 2025)**

- Directed update by Infantry Commandant to reflect implementation of Army Fitness Test.
- Added note that 09S students who arrive not meeting height and weight standards are afforded six months to meet the standard as a courtesy as recruiters don't know the regulatory requirements of AR 350-51. Meeting height and weight requirements is an application prerequisite.
  - Removed obsolete references, updated dates.
  - Updated land navigation section to very clearly direct students to physically reach points on every test run, address alternate cheating control mechanisms due to ongoing theft of punches, and note use of GPS data to screen for cheating.
  - Added explanation that cadre are not required to conduct full retraining prior to retesting. Exception added to land navigation noting 199<sup>th</sup> Infantry Brigade policy.
  - Added expressed explanation that students cannot "walk on" to OCS.
  - Added clarification that quibbling for points and asking to stay with peers are not authorized rebuttals for academic failure.
  - Added note that using a rebuttal to request compromise of standards may result in counseling and/or spot report from the Command Sergeant Major and/or the Battalion Commander.
  - Added expressed clarification that completed recycles are not rebuttable. Added expressed clarification that external chains of command will not influence OCS recycle/dismissal decision-making. Also added note that cadre fully respect protected communication rights and answer questions concerning recycle/dismissal authorities.

**Addendum: Change Log Since Last Major Revision (9 APR 2024)**

- Added change log.
- Added clarification that OCS and 3-11 IN fall under AR 350-51, 600-20, and TR 350-36, not TR 350-6.
  - Added failure to progress recycle/dismissal/whole person concept board category with some verbiage from ARNG OCS ISAP.
  - Modified Whole Person Concept Board rebuttal process. Rebuttals due to the board; there is no additional rebuttal to the board's recommendation to the commander.
  - Added clarification that Whole Person Concept Boards do not follow the optional guidance of AR 15-6.
  - Clarified student ability to request cadre assistance in event of equipment loss or failure during land navigation testing, and further clarified prohibition against non-emergency student assistance.
  - Added "inappropriate relationships" to clearly expand fraternization section beyond the UCMJ definition.
  - Added bullying and hazing to misconduct.
  - Added unauthorized visiting to adjacent company areas to misconduct section.

- Added notation that as Officer Candidate School is a BOLC-A commissioning source rather than a DA 1059 producing course, the recycle and appeal section contains differences from DA 1059 producing courses governed by AR 350-1 and TR 350-18.
- Added disenrollment category for Officer Candidate Resignation, with some verbiage pulled from AR 350-51 and the ARNG OCS ISAP. This replaces the incorrect “voluntary withdrawal” category. Voluntary withdrawals refer to Candidates who withdraw prior to arrival to OCS.
- Adjustments to Bolton Obstacle Course, grants company commanders authority to waive obstacles due to excessive failures (ex. due to environmental factors). Added possibility to retest obstacles at a later date if circumstances require.
- Added MCoE Standards of Conduct to references, and added near-verbatim section explaining cadre authority to administer corrective training regardless of pay grade between instructor and student.
- Updated graduation run standards to reduce risk of injuries prior to graduation. Opens opportunity to execute as another kind of PT event. Participation remains mandatory, however the Commandant may grant exceptions due to injury or illness. Intent is to reduce students hiding injuries because they fear recycle just prior to graduation.
  - Updated peer evaluation section to reflect current coursemap.
  - Updated alcohol limitations at social events to reflect current practice in SOP.
  - Closed “Bolton Loophole” where imprecise wording caused obstacles dead-lined for safety to count as automatic passing. Students must complete 70% of active obstacles. Clarified company commander authority to modify standards for environmental considerations and safety. Also added refusal to train explanation.
  - Added foot-march control measures to address concerns of exceeding standard pace.
  - Added AR 600-32 to references and adjusted text to clarify prohibited relationships with permanent party Soldiers.
  - Made adjustments following feedback from TRADOC IG Inspection.
    - Added: Company commanders will ensure OML events are graded promptly and grades posted on Blackboard or a backup system within one week of the graded event.
    - Added: Students and cadre will ensure DA 5500 and DA 5501 forms are fully completed and correctly filed in student counseling packets.
    - Added: Students and cadre will ensure all DA 705 forms are fully completed and filed within student counseling packets.
    - Added: Course instruction will emphasize the Army Leadership Requirements Model with emphasis on a student’s attributes and competencies throughout all training. Command teams and the battalion staff will periodically inspect student counseling packets during and after conduct of the course.
    - Counseling packets for dismissed as well as graduated students will be turned in to the 3-11 Infantry battalion S-1 section within 30 days of student departure and physically stored for a minimum of two years. Counseling packets will include all DA 4856 counselings, spot reports, grading sheets/rubrics, peer evaluations, etc. documenting course critical events and all officially documented positive and negative feedback provided to students by cadre.
    - Updated: AD 2022-05, Army Combat Fitness Test, 23 March 2022.
    - Edited: In addition to the Spot Report Form, Cadre may also notify and counsel a Candidate in writing on a DA Form 4856 when they receive a Spot report if further counseling is merited. Noted that spot reports alone do not constitute a formal disciplinary action.
    - Added: Company commanders will report to the Battalion Commander on completion of the above counseling measures of performance. The Battalion Command Sergeant

Major and battalion staff are empowered to inspect counseling packets during and after all courses.

- Edited: For candidates ranking in the bottom 10% of their squad, results of peer counseling will be recorded on a DA Form 4856 and placed in the Candidate's counseling packet. (reduces cadre written counseling burden)
- Added: Counseling packets sent to the Battalion or Brigade level will be complete to assist in evaluation of the whole person concept.
- Updated Leadership evaluation categories to reflect pending adoption of Cadet Command evaluation form.
- Added to medical recycle/dismissal: "Commanders will verify the medical readiness and eligibility of students to conduct training upon arrival and prior to commissioning."
- Clarified: peer evaluations alone will not be used to identify students for recycle or dismissal, however three negative spot reports for any reason results in a Whole Person Concept Board.
- Added: Candidates who unintentionally receive contraband by mail from friends or family should immediately surrender the contraband for disposal or storage as appropriate. Candidates who surrender such contraband will suffer no adverse action.
- Added page breaks for widow/orphan tables.
- Reflected possible use of a positive spot report to 'cancel' a negative.
- Clarified that new Soldiers with less than six months of service who do not meet height and weight standards go to HHC until they meet the standard with the next class, or exceed six months of service.
- Added compassionate recycle to exceptions for preclusion from Commandant's List. No change to medical recycles.
- Added commander authority to grant exception for cell phones during in-processing (facilitates PowerBI implementation).