

**Headquarters
Virginia Defense Force
5001 Waller Road
Richmond, VA, 23230
1 October 2020**

VDF Regulation 350-2

Virginia Defense Force Officer Training Management

Summary. This regulation prescribes the policies, procedures, and curriculum for Virginia Defense Force (VDF) Officer Training (OT) Course Management Plan and Program of Instruction.

Applicability. This regulation applies to VDF training staff, training leaders, Staff Leaders, and Commanders.

Suggested Improvements. Users are invited to send comments and suggested improvements directly to Headquarters, Virginia Defense Force, Attention: G-1, 5001 Waller Road, Richmond, Virginia 23230-2915.

Proponent and exception authority. The proponent and exception authority is the VDF Commanding General (CG). Any revisions or exceptions to this regulation are prohibited without prior written approval from the VDF CG.

Distribution and Accessibility. Distribution is intended for all VDF units down to the Company level. This Directive has been assessed For Official Use Only (FOUO) criteria and not found to contain sensitive/FOUO information. The training will not require the OCs to have a valid CAC and reader for completion.

JUSTIN P. CARLITTI
Brigadier General
Commanding General

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Chapter 1

General Provisions

1-1. Purpose and Authority

This VDF Regulation (VDFR) 350-2 prescribes the policies, procedures, and curriculum for Virginia Defense Force (VDF) Officer Training (OT) Course Management Plan and Program of Instruction. This regulation and its Appendices are to be read and interpreted as a stand-alone document. If any provisions of another military service regulation/instruction/order conflict with any provision herein, the provisions of VDFR 350-2 are controlling, except to the extent that it conflicts with controlling statutory or regulatory law.

1-2. References

Required and related publications are listed where pertinent.

1-3. Background

a. The Virginia Department of Military Affairs (DMA) requires VDF personnel to be trained and deployable during exercises or emergent situations to support civil organizations, as representatives of the Joint Staff Headquarters' (JFHQ), Joint Operations Center (JOC), and when deployed with Virginia National Guard (VANG) units across the Commonwealth. Due to resource constraints and operational tempo, The Adjutant General (TAG) of Virginia has established a continuing requirement for the VDF to augment VANG capabilities within the range of civil support and communications capabilities principally described in the referenced JFHQ National Guard Civil Support (NGCS) Playbook. Accordingly, the VDF has established training and education programs to ensure VDF personnel are trained as professional soldiers, while also being technically and practically proficient in the tasks.

b. The VDF continuously needs to improve and augment our company-level leaders to ensure we present a professional-appearing and competent core of officers. Accordingly, the VDF will foster external training/education and administer annual officer professional education; provide a thorough introduction to soldiering for Direct Commission (DC) personnel; and operate an annual Officer Candidate School (OCS) class to further these goals. This Directive prescribes the OT Course Management Plan and Program of Instruction (CMPLOI).

1-4. Mission Essential Task List and Mission Descriptions

The TAG has directed that VDF provide a professional and competent Force per the references. The VDF CG has in turn directed VDF G3 to develop officers to better support missions assigned by the TAG and JFHQ.

a. Mission Essential Task List (METL).

(1) Sponsor external training/education resources, produce internal training, and administer a

professional knowledge maintenance program for existing VDF personnel in accordance with (IAW) the Commanding General's training guidance.

(2) Provide basic officer training for Restricted/Professional officer candidate personnel, defined as doctors, dentists, physician's assistants (or equivalent), nurses, chaplains, lawyers, cyber security experts, and public information experts.

(3) Build a junior line officer corps from within VDF via an annual Officer Candidate School.

b. Mission. Force Headquarters and Major Subordinate Commands work together to develop an across-the-board level of increasingly competent professional officers.

Chapter 2

Policy and Training Guidance

2-1. Commanding General's Training and Education Policies

a. Goals. The VDF officer training will train in three basic competencies: (1) leadership, including proper deportment and appearance; (2) training management and delivery for basic military knowledge needed throughout the Force; and (3) company-through-Force-level administrative and operational management competency.

b. Authority. All training will be developed and maintained by the Assistant Chief of Staff, Operations, Plans, and Training (G3). Any proposed new training materials or courses must be approved by the G3.

c. External Resources.

(1) Department of Defense (DOD). The VDF will accept any DOD training class and educational certificates as valid substitutes for VDF training and education requirements.

(2) Other Federal Agencies. The VDF may accept training class and educational certificates as valid substitutes for VDF training and education requirements from other Federal agencies on a case-by-case bases. Certain Federal Emergency Management Agency (FEMA) classes are mandatory per below guidance and other FEMA courses can be substitute for VDF requirements.

(3) Virginia State Agencies. The VDF may accept training class and educational certificates as valid substitutes for VDF training and education requirements from Virginia agencies on a case-by-case bases. Certain Virginia Department of Emergency Management (VDEM) classes are mandatory per below guidance.

(4) State Guard Association of the United States (SGAUS). The VDF may accept training class and educational certificates as valid substitutes for VDF training and education requirements from Virginia agencies on a case-by-case bases.

(5) Other State Guards. The VDF may accept training class and educational certificates as valid substitutes for VDF training and education requirements from Virginia agencies on a case-by-case bases. This includes credit for completing professional development education courses, such as OCS.

(6) Reserve Officer Training Classes (ROTC). The VDF CG may allow as little as two years of ROTC at an accredited educational institution classes to substitute for VDF OCS completion, or alternately as partial credit for OCS curriculum. Completing four years of ROTC training at an accredited educational institution will automatically qualify as an OCS substitute.

2-2. Training Guidance

The VDF mirrors VANG training where appropriate, but adjusted to VDF personnel unique background, roles, and missions.

a. Universal General Soldier Knowledge Requirements. The CG has designated core subjects that every VDF soldier should study and master to present to the Department of Military Affairs and Commonwealth a force well versed in basic soldiering, professional deportment, and basic military staff work and managerial skills. Accordingly, the G3 and Force leaders will ensure on a continuing basis that the following courses are taught, and officers are especially charged to know this information thoroughly to oversee training and amplify it:

(1) VDF 100, Anti-Terrorism and Active Shooter, 2.0 hour (3.0 with mini-exercise)*; (2) VDF 101, VDMA/VDF Military Structure, Basic Operations & Emergency Response 2.0 hours; (3) VDF 102, Soldier Values (Including VA Sexual Harassment Prevention/Ethics/EO) 2.0 hours*; (4) VDF 103, Military Customs and Courtesies 2.0 hours; (5) VDF 104, Uniform Wear and Inspection (including inspection demo) 2.0 hours; and (6) VDF 105, Drill and Ceremonies (including Formations) 6.0 hours; (7) VDF 106 First Aid 4.0 hours.

All associated course materials will be on the VDF web site Training pages. The VDF General Classes Program of Instruction (POI) and Lesson Plans (LP) may be found in VDF Regulation 350-1, VDF Training Program.

b. Staff Officer Professional Course (SOPC). Designated officers have to complete the ***SOPC course consisting of*** VDF 207 Administration & Correspondence” 2.0 hours; VDF 208 VDF Command and Staff Action 3.0 hours; and VDF 209, Equipment Accountability & Responsibility 2.0 hours. All associated course materials will be on the VDF web site Training pages.

c. Incident Command System (ICS) Course Requirements. IAW VDF 624-1, *Personnel Promotions*, and to better understand the emergency management system, soldiers will independently complete the following FEMA courses. Officers will lead the way by completing these courses early in their VDF career, as well as to lead and mentor their subordinates toward early accomplishment.

*ICS-100: Introduction to the Incident Command System (E-3 to O-6)

*ICS-200: ICS for Single Resources and Initial Action Incidents (E-3 to O-6)

*ICS-700: National Incident Management System, An Introduction (E-5 to O-6)

*ICS-800: National Response Framework, An Introduction (E-5 to O-6)

*ICS-300: Intermediate ICS for Expanding Incidents (E-8/9; CW-3: O-5/6)

*ICS-400: Advanced ICS for Command and General Staff (E-9; CW-4/5: O-5/6)

All should work on that independently. VDF personnel should strive to leverage these requirements to achieve 100% qualification for courses in the SGAUS Military Emergency Management Specialist (MEMS) Badges curricula. The VDF will attempt to maintain a VDF Group SGAUS Membership so long as funding is available. Otherwise, *SGAUS membership is voluntary*.

d. Unrestricted Officer Commissioning Training Requirements. All personnel seeking to be commissioned or appointed officers must complete ICS 100, 200, 700, and 800.

(1) Personnel who completed external OCS or ROTC as outlined above may be commissioned as VDF Second Lieutenants (2LT) or appointed as Warrant Officers (WO).

(2) Otherwise, per Chapter 3 of this regulation and Appendixes A to L, the CG has directed that VDF conduct an annual OCS program. OCs will not be assigned from their units to OCS, but Commanders (Cdrs) and Staff leaders are required to support the OCS leadership program and to provide their assigned OCs to OCS staff for all OCS training activities. The VDF OCS POI and LPs may be found in VDFR 350-1.

e. Direct Commission Officers (DC) Commissioning Training Requirements. DCs are restricted/non-line professionals -- consisting of medical personnel, chaplains, lawyers, cyber security experts – will be commissioned upon completing the POI described in Chapter 4 below. The G3 Training Officer will coordinate with Force Special Staff leaders and concerned commanders to provide the training more than once a year. The PODC described in this VDF is the only authorized PODC, although VDF Special Staff sections and units may conduct other reinforcing and amplifying training as desired.

f. To -First Lieutenant/Chief Warrant Officer-2 and Captain/ Chief Warrant Officer-3 Promotion Training Requirements. IAW VDF 624-1, *Personnel Promotions*, VDF 2LTs/_Warrant Officer (WO)-1 have no PME requirements for promotion to First Lieutenants (1LT)/Chief Warrant Officer (CWO)-2, other than maintaining specialty or competency proficiency (including ICS classes). Note that all promotion requirements are cumulative. For example, for promotion to Major assume that the requirements for promotion to Captain, 1LT, and 2LT were previously satisfied. Also note that federal officer rank is automatically recognized and VDF will not place further requirements on persons for a rank they previously held in federal service.

g. To-Captain/ Chief Warrant Officer-3 Promotion Training Requirements. 1LTs/CWO-2s seeking promotion to VDF Captain (CPT)/CWO-3 must complete the “Company Commander’s Course,” which will be satisfied by completing the SGAUS “Officer Advanced Course (OAC)”/ “Warrant Advanced Course (WAC)” career level course or a DOD equivalent . As stated above, the VDF will attempt to maintain a VDF Group SGAUS Membership so long as funding is available. Otherwise, *SGAUS membership is voluntary*.

h. To-Major Promotion Training Requirements. IAW VDF 624-1, VDF CPTs/CWO-3 seeking promotion to VDF Major (MAJ)/CWO-4 must complete the SOPC and the FEMA Professional Development Series. The SGAUS “Command and Staff Phase I” intermediate level course or a DOD equivalent may be substituted for the FEMA series.

h. To- Lieutenant Colonel Promotion Training Requirements. IAW VDF 624-1, VDF MAJs/CWO-4s seeking promotion to VDF Lieutenant Colonels (LTC)/CWO-5 must complete the Joint Knowledge Online “DSCA Phase 1” training and ICS 300. The SGAUS “Command and Staff Phase II” intermediate level course or a DOD equivalent may be substituted for the DSCA Phase 1.

- i. Colonel Promotion Training Requirements. IAW VDF 624-1, VDF LTCs seeking promotion to VDF Colonels (COL) must complete the ICS 400.

Chapter 3

Officer Candidate School Program of Instruction

Program Description

3-1. General

OCS is an in-depth four phase program designed to qualify as VA Second Lieutenants (2LT) or Warrant Officers (WO) (1) current VDF enlisted members who have completed predicate training and an undergraduate degree (2LT); (2) current VDF enlisted members who have completed predicate training and a high school degree (WO); (3) exceptional current VDF enlisted members lacking the requisite degree(s) but having completed predicate training and having key skills IAW CG criteria which qualify as substitutes for a degree (2LT and WO); and (4) professional personnel (doctors, dentists, physician's assistants (or equivalent), nurses, chaplains, lawyers, cyber security experts, and public information experts) for commissioning in the VDF. The OCS administrative guidance is found at **Appendix A**.

3-2. Training Year Cadence

The OCS candidate solicitation will occur in October-November of every year. **Appendix B**. Application screening will normally occur December of every year. Applications will be screened by the OCS Review Board as described in **Appendix B**, which will reject unqualified applicants, or make selection and waiver recommendations for the CG's decision. The CG will select OCs in December, and successful candidates will be notified immediately. Candidates will have an organizational meeting and pin on their OC rank device in January. The training year will generally be 12 months. Most in-person training will occur during Multiple Unit Training Assemblies (MUTA) at Fort Picket, VA (FPVA), but other at designated Reserve Centers as directed. Home unit leadership training and mentoring will proceed continually during to training year.

3-3. School Objectives

The OCS key learning objectives focus on: (1) Establishing self-discipline; (2) instilling professional ethics; (3) leading, administering, and developing Soldiers; (4) planning, executing, and evaluating individual and team training; (5) planning and executing missions and tasks assigned to team-size units; and (6) caring for Soldiers and families. (REF: AR 350-1, Chap 3, para 3-44)

3-4. Eligibility and Application Process

Applicants are selected by their respective commanders or their Force Headquarters (FORHQ) staff leaders on the basis of basic eligibility requirements listed in **Appendix B** and overall leadership potential. The nominees are reviewed by the OCS Review Board (G3, G3 Training Officer (TRNGO), OCS Officer-in-Charge (OIC)/Commandant (CMDT), and VDF Chief of Staff) for basic qualifications, since the nominator has already screened for leadership and aptitude. The Board either recommended to the CG for enrollment (with or without waiver) or declined with explanation of deficiencies preventing accession into the program. **Appendix B** contains the application package format.

3-5. Course Requirements

- a. This course encompasses approximately 50 hours of classroom instruction, 25 hours of exercise time, and is estimated to take 120 hours of time to complete as classroom instruction, Web-based

instruction, leadership performance, and homework. The POI consists of four modules, called “Phases.” The OCs must progress through the lessons/written assignments, and practical exercises within the modules, as well as complete the individual leadership billet evaluations, module exams and a final exam.* Learners will receive course credit when they have successfully passed each of the exams with a score of 70% or higher.

b. VDF OCs are generally mature, experienced, often hold key positions in business & government, and are not training to be combat leaders. Therefore, OCS training will not include stressing (yelling, endurance training, stress training, or physical training (PT)) appropriate to VANG OCS. VDF OCS cadre and instructors will treat OCs with dignity and respect. Leadership by example will be the cadre standard, and the prime leadership goal is to instill in the OCs.

c. VDF junior officers must consistently present a professional, “squared away” appearance and demeanor. OCS cadre will strongly and continually emphasize personal appearance in uniform and deportment. While PT will not be used, the curriculum will include a Health and Fitness class, training on mental resiliency, strength, endurance, flexibility, and healthy lifestyles to achieve/maintain a fit Force.

d. VDF basic operational, mission and military knowledge, as well as training-delivery, need improvement. The OCS curriculum will emphasize “training the trainer.” Students will not simply master basic military knowledge subjects, but be evaluated on their readiness to train, or supervise training for each subject area.

3-6. Curriculum Documentation and Delivery

Lesson Plans will be written for each Phase and per **Appendix D** kept in VDF Regulation 350-1, Appendix F. in the format. Training the trainer will be a focus of instruction wherever practical; therefore the TRNGO/CMDT will minimally ensure OCs receive “VDF”-prefix courses ahead of time and require each student to teach part of each such course, in order to reinforce learning and increase OC confidence in front of students. OCs will themselves present the materials to their fellow OCs, or sometimes Initial Entry Training students or other VDF personnel – but always under Instructor/cadre overview.

3-7. Phases

a. **Phase I (JAN-MAR) Requirements.** This Phase begins in January with notice to successful applicants, and initial administrative and reading assignments. The first in-person classes will normally be held at the Spring MUTA (February/March), at FPVA. (However, the TRAGO or CMDT may call for an OCS UTA prior at an agreed-upon VaNG Armory) Phase I is an introduction to the military profession, structure/functions of the United States Military, structure of the Virginia Department of Military Affairs (VDMA), Militia history and law, and introductory courses on soldier leadership, uniforms, and personal appearance. Military courtesy, discipline, customs and traditions of the service will be heavily emphasized. Candidate home units will assign the students to a **Leadership Mentor (Appendix F)**. Basically, their units will assign the students to shadow a leadership or staff position, assign a mentor, and evaluate them in the provided format. **Appendix F.** The following classes and

events must be successfully completed prior to the end of the Phase The emphases throughout OCS is “train the trainer, and students must be prepared at any point to teach part of the class:

I. WHO WE ARE: OCS 100 (class title/type instructor/length)**

1. “VDF 100, Anti-Terrorism and Active Shooter, 2.0 hour (3.0 with mini-exercise)
2. VDF 101, VDMA/VDF Military Structure, Basic Operations & Emergency Response 2.0 hours
3. VDF 102, Soldier Values (Including Ethics/SHARP/EO) 2.0 hours
4. VDF 103, Military Customs and Courtesies 2.0 hours
5. VDF 104, Uniform Wear and Inspection 2.0 hours
6. VDF 105, Drill and Ceremonies (including Formations) 6.0 hours
7. VDF 106, First Aid, 6.0 hours
8. Candidate Inventory and Assessment-- Counselor/0.5 hours
9. Home station leadership, mentoring, and evaluation.

* POI Training – Must attend or makeup all Phase I POI training.

* Examinations – Must pass all Phase I exams or retests. Candidate must score 70% or greater on each exam. All exams and retest must be completed prior to the end of Phase I.

* OCs who have not already done so will be required to begin work on earning the MEMS Basic Badge. See Appendix G.

* Other written and Internet-based work will be periodically assigned.

b. Phase II (APR-JUN) Requirements. Candidates will complete coursework and training on a variety of topics related to leadership, personnel management, operations/training/safety management, drill and ceremonies, first aid, land navigation, and small unit leadership. In this Phase the candidate is evaluated upon academic ability, writing ability, and overall performance. Candidate home units will assign the students to shadow a leadership or staff position, assign a mentor, and evaluate them in the provided format. **Appendix F pertains.** At the end of this Phase, candidates will participate in a drill and checkpoint meeting with the TAC to determine each candidate’s progress in the program and movement into the next OCS phase. The following classes and events must be successfully completed prior to the end of Phase II:

II. WHAT A SOLDIER DOES: OCS 200

1. VDF 200, VDF History 2.0 hours

1. VDF 201, VDF & Militia Law 2.0 hours
2. VDF 202, Leadership Traits and Principles 2.0 hours
3. VDF 203, Small Unit Leadership 4.0 hours
4. VDF 206, Military Instruction Technique 2.0 hours
5. VDF 207, Administration & Correspondence 3.0 hours
6. VDF 208, VDF Command and Staff Actions 4.0 hours (*SOPC*)
7. Candidate Inventory and Assessment-- Counselor/0.5 hours
8. Home station leadership billet and case study.

* POI Training – Must attend or makeup all Phase II POI training.

* Examinations – Must pass all Phase II exams or retests. Candidate must score 70% or greater on each exam. All exams and retest must be completed prior to the end of Phase II.

* OCs who have not already done so will be required to begin work on earning the MEMS Basic Badge. See Appendix G.

* Other written and Internet-based work will be periodically assigned.

c. Phase III (JUL-SEP) Requirements. This Phase is a detailed focus on the VDF missions, predominantly being communications, emergency response, and security. OCs will understand mission and leadership responsibilities during a disaster response. The primary focus of this Phase will be preparing for and executing the primary VDF missions as a junior officer. Practical skills such as basic communications, operations, and equipment accountability will be paired with small unit leadership techniques in written assignments and in a seminar format. OC's will exhibit the ability to write proper Army-style correspondence and tactical documents, including operational orders. Candidate home units will assign the students to a leadership or staff position, assign a mentor, and evaluate them in the provided format. **Appendix F pertains.** At the end of this Phase, candidates will participate in a drill and checkpoint meeting with the TAC to determine each candidate's progress in the program and movement into the next OCS phase. The following classes and events must be successfully completed prior to the end of Phase III:

III. WHAT VDF DOES: OCS 300

1. VDF 301, CSS & COMs missions 4.0 hours
2. VDF 303, VDF National Guard Support Teams 4.0 hours (*NGCS Playbook Review*)

3. VDF 304, Logistics 2.0 hours
4. VDF 305, Leading the Small Unit Scenarios 4.0 hours
5. VDF 306, Land Navigation 6.0 hours
6. Elective Course per OCS leadership approval.
7. Candidate Inventory and Assessment-- Counselor/0.5 hours
8. Home station leadership billet and case study.

* POI Training – Must attend or makeup all Phase III POI training.

* Examinations – Must pass all Phase III exams or retests. Candidate must score 70% or greater on each exam. All exams and retest must be completed prior to the end of Phase III.

* OCs should be making strong progress toward the MEMS Basic Badge. See Appendix G.

* Other written and Internet-based work will be periodically assigned.

d. Phase IV (OCT-DEC) Requirements. This Phase is exercise and field focused. Exercises will key on the role of VDF to support the VANG and emergency response agencies, and the development of analytical skills through completing operations orders and executing them. During this Phase, candidates will complete the requirements for the Basic MEMS qualification badge, which includes completion of seven FEMA courses, participation in a basic MEMS practicum (one of the exercises) and completion of an MEMS practicum report. Candidates should finish the Phase with a clear understanding of the role of an officer and a much broader understanding of the VDF mission. Leadership instruction will continue, capped with discussions of applied leadership. Candidate home units will assign the students to shadow a leadership or staff position, assign a mentor, and evaluate them in the provided format. **Appendix F pertains.** At the end of this Phase, OCs will be evaluated by the OCS staff and those passed will attend a graduation and commissioning ceremony.

The following classes and events must be successfully completed prior to the end of Phase IV:

IV. PRACTICUM OCS 400

1. VDF 401, Access Control Practical Exercise 4.0 hours (*ABF Study*)
2. VDF 402, Decision & Improvement Brief (OCS CAPSTONE) 4.0 hours
3. VDF 403, Troop Management Leadership Scenarios
4. VDF 404, Soldier Mental Health, (Chaplain) 2.0 hours
5. VDF 405, Candidate Final Assessment
6. Home station leadership billet and mentoring.

- * POI Training – Must attend or makeup all Phase IV POI training.
- * Examinations – Must pass all Phase IV exams or retests. Candidate must score 70% or greater on each exam. All exams and retest must be completed prior to the end of Phase IV.
- * OCs will be required to complete work on earning the MEMS Basic Badge. See Appendix G.
- * Other written and Internet-based work will be periodically assigned.

Chapter 4

Direct Commission/Professional Officer Development Course Program of Instruction

Program Description

4-1. General

The mission of the VDF Direct Commission (DC) Officer Professional Officer Development Course (PODC) is to provide basic military training for non-prior military DC officers who will be serving in the Virginia Defense Force. The PODC consists of two parts accomplished during an DC's first year of VDF service: (1) PODC basic instruction in military subjects, including familiarization with VDF basic mission skills; and (2) PODC professional subjects particular to the DC's specialty. This instruction applies only to the basic military subjects training. In the case of Professional Officers (Chaplain Corps, Medical Corps, JAG, Cyber) without prior service, such individuals will be required to complete portions of the classes outlined in OCS Phases I & II (instruction may occur at Initial Entry Training, or with OCS as the schedule and opportunity allow). The PODC described in this VDF is the only authorized PODC, although VDF Special Staff sections and units may conduct other reinforcing and amplifying training as desired.

4-2. Assignment and Training Year Cadence

DCs are direct commissioned into their respective branches on the basis of both professional training and experience. These officers will serve under the Staff Leader or Commander within her/his specialty. Non-prior military Professional Officers will complete this course IAW the standards set forth in this VDF Regulation. The PODC training will occur on a rolling basis and will be managed by the G3.

4-3. School Objectives

The PODC key learning objectives focus on: (1) Establishing self-discipline; (2) instilling professional ethics; (3) learning basic soldiering and basic management knowledge and skills.

4-4. Course Requirements

In addition to completing the VDF Orientation and IIA courses online at the VDF web site, this course encompasses approximately 28 hours of classroom instruction.

a. PODC OCs are generally mature, come from a professional career, and are not training to be line unit leaders. Therefore, training will not include other than general soldier knowledge, and exclude civil support and communications specialty training.

b. VDF junior officers must consistently present a professional, "squared away" appearance and demeanor. PODC cadre will strongly and continually emphasize personal appearance in uniform and deportment. The curriculum will include classroom training on health & fitness, mental resiliency, and maintaining a healthy lifestyle to achieve/maintain a fit Force.

c. Requirements. PODC is an introduction to the military profession, structure/functions of the United States Military (*Army / National Guard*), structure of the Virginia Department of Military Affairs (VDMA), Militia history and law, and introductory courses on soldier leadership, uniforms, and personal appearance. A heavy emphasis is placed on military courtesy, discipline, customs and traditions of the service. The following classes and events will be administered or overseen by G3 training staff, and must be completed successfully prior to the end of the PODC*:

(1) VDF 101, VDMA/VDF Military Structure, Basic Operations & Emergency Response 2.0 hours

(2) VDF 102, Soldier Values (Including Ethics/SHARP/EO) 2.0 hours

(3) VDF 103, Military Customs and Courtesies 2.0 hours

(4) VDF 104, Uniform Wear and Inspection 2.0 hours

(5) VDF 105, Drill and Ceremonies (including Formations) 2.5 hours

(6) VDF 202, Leadership Traits and Principles 2.0 hours

(7) VDF 207, Administration & Correspondence 3.0 hours

(8) COM 100 Basic Communications 3.0 hours [Operational Procedures, Radio-Telephone Practices, Terminology, the Phonetic Alphabet, and Message Documentation Procedures, Operate Statewide Agencies Radio System (STARS) Radio and Organic VDF Handheld Radio(s)]

(9) Examinations – Must pass the exam or retests with a score of 70% or greater.

Appendix A.

Part 1 Program Description

1-1. Purpose and Authority

This section of prescribes the policies, procedures, and curriculum for VDF OCs.

1-2. Policy, Course Objectives and Mission

a. The VDF will operate an annual OCS class to further that requirement as part of VDF's overall posture to support the Commonwealth.

b. The TAG has directed that VDF provide a professional and competent Force per the references. VDF will develop junior officers to better support missions assigned by the TAG and JFHQ. OCS will train VDF personnel to become company-level line officers IAW CG training guidance.

c. Mission. To develop the leadership and professional skills qualified candidates to prepare them for appointment as a VDF Second Lieutenant or Warrant Officer, capable of leading VDF troops to execute all VDF missions and tasks.

Part 2 Policy and Training Guidance

2-1. Commanding General's Policy

The VDF OCS will train Officer Candidates (OC) in three basic competencies: (1) leadership, including proper deportment and appearance; (2) small unit training management and delivery for basic military knowledge; and (3) company-level administrative and operational management.

2-2. Training Guidance

The VDF mirrors VANG training where appropriate, but is adjusted to VDF personnel unique background, roles, and missions.

a. OCs will be assigned from their units to OCS, & Commanders and Staff leaders are required to support the OCS leadership program and to provide their assigned OCs to OCS staff for all OCS training activities. The OCs, however, will continue to support their home units whenever or wherever possible per their assigned unit billets.

b. Leadership by example will be the cadre standard, and the prime leadership goal is to instill in the OCs a calm professional demeanor.

c. VDF junior officers must consistently present a professional, "squared away" appearance and demeanor. OCS cadre will strongly and continually emphasize personal appearance in uniform and

deportment. The curriculum will include training on mental resiliency, strength, endurance, flexibility, and healthy lifestyles to achieve/maintain a fit Force.

d. The OCS curriculum will emphasize “training the trainer.” Students will not simply master basic military knowledge subjects, but be evaluated on their readiness to train, or supervise training for each subject area.

Part 3 Program Description

3-1. General

OCS is an in-depth four phase program designed to qualify as VA Second Lieutenants (2LT) or Warrant Officers (WO) (1) current VDF enlisted members who have completed predicate training and an undergraduate degree (2LT); (2) current VDF enlisted members who have completed predicate training and a high school degree (WO); (3) exceptional current VDF enlisted members lacking the requisite degree(s) but having completed predicate training and having key skills IAW CG criteria which qualify as substitutes for a degree (2LT and WO); and (4) professional personnel (doctors, dentists, physician’s assistants (or equivalent), nurses, chaplains, lawyers, cyber security experts, and public information experts) for commissioning in the VDF.

3-2. Training Year Cadence

The OCS candidate solicitation will occur in October-November of every year based upon the needs of the VDF for company grade officers. **Appendix B pertains.** Application screening will normally occur December of every year. Applications will be screened by the OCS Review Board as described in **Appendix B**, which will reject unqualified applicants, or make selection and waiver recommendations for the CG’s decision. The CG will select OCs in December, and successful candidates will be notified immediately. Candidates will have an organizational meeting, be sworn in as OCs and pin on their OC rank device in January. The training year will generally be 12 months. Most in-person training will occur during Multiple Unit Training Assemblies (MUTA) at Fort Picket, VA (FPVA) or periodically at Reserve Centers as directed. Home unit leadership training and mentoring will proceed continually during the training year.

3-3. School Objectives

The OCS key learning objectives focus on: (1) Establishing self-discipline; (2) instilling professional ethics; (3) leading, administering, and developing Soldiers; (4) planning, executing, and evaluating individual and team training; (5) planning and executing missions and tasks assigned to team-size units; and (6) caring for Soldiers and families. (REF: AR 350-1, Chap 3, para 3-44)

3-4. Eligibility and Application Process

Applicants are selected by their respective commanders or their Force Headquarters (FORHQ) staff leaders based on basic eligibility requirements listed in **Appendix B** and overall leadership potential. The nominees are reviewed by the OCS Review Board (G3, G3 Training Officer (TRNGO), OCS Officer-in-Charge (CMDT)/Commandant (CMDT), and VDF Chief of Staff) for basic qualifications, since the nominator has already screened for leadership and aptitude. The Board either recommended to

the CG for enrollment (with or without waiver) or declined with explanation of deficiencies preventing accession into the program. **Appendix B** contains the application package format.

a. Application Process. The TRNGO/CMDT will send out an email solicitation for applicants using the **Appendix B** documents. The VDF member who desires to attend OCS is responsible for initiating the application process through the applicant's direct chain of-command. The applicant presents a completed packet with documentation to their senior MSC commander or FORHQ staff leader. The senior leader (Nominator) *will carefully review* the package for completeness, certify its completeness, explain waiver requests in writing, and provide an endorsement with a *forthright evaluation*. **Appendix B pertains**. The OCS package should be submitted electronically via the MSC S-1 or FROHQ Staff Leader to the OCS Screening Board. Incomplete packets will be sent back.

b. Evaluation Process. The OCS Review Board will recommend to the CG whether applicants are fully qualified, if partially qualified, whether a waiver is recommended, or if an applicant is not recommended. **Appendix C pertains**. The CG will make the final decision, and the OCS CMDT will notify candidates if they are accepted, and any conditions to acceptance, such as having to achieve VDF weight standards prior to graduation. **Appendix C pertains**.

Part 4 Program Administration

4-1. Positions

OCS will be under the G3 training program umbrella. VDF programs are scalable to the VDF's size and mission set. OCS will minimally have a permanent staff of a CMDT and Assistant Commandant (ACMDT). It will also have temporary staff of Teach/Assess/Counsel (TAC) Officers. Duties include:

a. OCS Officer-in-Charge (OIC)Commandant. The OCS CMDT is responsible for ensuring the OCS will adhere to and implement the OCS POI in accordance with this Directive. The CMDT works with the G3 TRNGO to initiate and coordinate student solicitation, staffing, resourcing, training missions, training sites and establish training ownership. The CMDT works with the TRGO to review and approve POI training schedules and Lesson Plans (**Appendix D**), coordinate Phases I to IV training requirements, and validate staff qualifications.

b. OCS Executive Officer (XO)/Assistant Commandant. The ACMDT directs OCS administrative matters and implements the CMDT's guidance IAW this directive and any other applicable regulatory guidance. Specifically, s/he must: (1) ensure required training resources and required reference materials are available for presenting the training as scheduled; (2) ensure instructors receive support, materials, and equipment required for presenting training; (3) ensure staff and faculty are trained to present and manage this training; (4) continuously evaluate course effectiveness and efficiency and provide appropriate feedback to the training development proponent; (5) ensure staff, faculty, and OCs comply with regulations, laws, and course requirements; (6) ensure facilities, material, equipment, and systems required for presenting OCS instruction are reserved and in working order; (7) monitor instruction and TAC performance; (8) ensure personnel accountability, helping candidates with orders, pay if applicable, completing line of duty investigations, commissioning packets, and waivers; and (9) manage supplies, facilities, subsistence and transportation requirements of the OCS Program.

c. Cadre Leader. The Cadre Leader will be a junior officer who will further recruit temporary, part time, Teach/Assess/Counsel Officers (TAC) officers. The Cadre Leader is the primary OC handler in OCS. S/he serves as a role model and teacher. TACs are in direct contact with the OCs and represent the command in the presentation of the instruction. They serve as the role model for the OCs. The TAC officer is the single most important factor in the leadership development and evaluation process. TACs determine and control the OCS environment and have the authority to recommend candidates for commissioning or for elimination from the OCS program. TAC officers continually teach, assess and counsel OCs on their values, actions, skills and attributes. Candidates may not fully understand the leadership development process until they have gained the perspective of time and experience. Some of the methods TAC Officers use in the performance of their duties are:

- (1) Observation.
- (2) On-the-spot correction.
- (3) Public speaking modeling.
- (4) Formal instruction.
- (5) Reprimand.
- (6) Informal individual performance counseling.
- (7) Formal individual performance counseling.
- (8) Written evaluation reports.
- (9) Written leadership evaluations.
- (10) Peer reports.

d. Instructor Staff. The instructor staff are subject matter experts drawn from the VDF, or possibly outside the VDF. Their responsibilities include, but are not limited to:

- (1) Administering instruction and testing.
- (2) Responding to candidate problems and needs while they are under their control.
- (3) Maintaining training facilities in a manner that aids effective learning.
- (4) Providing the candidate with assistance to access publications, equipment, forms and instruction.
- (5) Evaluating each candidate's performance on all practical exercises and end-of-block tests.
- (6) Evaluating course material and training methodology.
- (7) Maintaining the OCS environment and enforcing local rules and policies.

e. TAC/Instructor-OC Ratio. The optimal TAC/Instructor to OC ratio is 1:6-12 (Reference (REF): Army TR 350-10, Chap 2, para 2-13c).

4-2. Administration

a. Leadership/OCS Staff Assessment and Mentoring. Recording OC progress and observations is a key component to leadership growth. **Appendix E** contains the OC Evaluation Form which will be used throughout the OCS. As explained in **Appendix F** Leadership Program guidance letter, the senior leader will establish a mentoring and evaluation program for their assigned OCs, and evaluate the OC's leadership performance twice using the format at **Appendix E**. OCS Staff will go over the evaluations with the OC. OCS Staff will also evaluate their assigned OCs in the **Appendix E** format as needed but at least once a Phase. At the OCS conclusion, a graduating OC should have at least six evaluations. Leadership Assessment/ Development and Evaluation should comport with Army REF: TR 350-10, Chap 2, para 2-20).

b. MSC/Staff leaders and OCS Staff will coordinate to place and evaluate each OC within their responsibility in rotating shadow leadership and staff billets (meaning they shadow the incumbent for learning purposes). Senior leaders will administer a mentoring program for their OCs, to gift the OCs the insights the senior leader has gained over the years. **Appendix F** advises leaders of Leadership Program components, including the CG's Reading List.

c. Testing. There will be a written exam after each Phase. The TRNGO and OCS staff and instructors will develop test/evaluation questions/criteria. Each exercise and practical application will also be a test event. All OC's must pass each test/evaluation with a minimum 70% correct. All exercise evaluations and counselling evaluations must pass TRNGO review standards.

d. Tracking OC Progress. As discussed further below, the OCS ACMDT and TACs will maintain a record of student progress for each Phase and course. (**Appendix G contains a tracking sheet.**)

4-3. Non-Acceptance and Disenrollment

a. When the OCS Review Board recommends denying enrollment to an applicant, or the OCS CMDT recommends dismissing an OC, or the OC fails to complete the course successfully, the CMDT must provide written notice to the CG and Soldier's senior leader. The CG will decide disposition. Final actions will be provided to the OC's senior commander or HQVDF staff section leader.

b. OCs may be removed before course completion for any one or a combination of the following: (1) academic deficiencies or disciplinary reasons; (2) lack of motivation (apathy)/attendance issues; or (3) illness, injury, compassionate, or other reasons beyond the OC's control (made without prejudice and requires a written notice informing the unit that the OC may reenroll).

c. The CMDT must follow the procedures outlined in **Appendix H** (REF: AR 350-1, para 3-18) when considering the elimination of an OC for motivational, disciplinary, or academic reasons, and the TAC must adequately document the reasons for the elimination action. The CMDT will use the letter format at the end of **Appendix H** to recommend removal to the CG.

d. OCs previously eliminated and allowed to reenroll must start at the beginning of the course.

e. OCs disenrolled for academic deficiency may apply to reenter the course when both the OC's senior leader and the TRNGO determine that the student most likely can successfully complete the course. (REF: AR 350-1, para 3-18, and (j) (1-5) (l)).

4-4. End of Course Critique

Each OC must fill out an end of course critique in the format at **Appendix I** prior to graduation. Each OC senior leader conducting leadership evaluation and mentoring is invited to also fill out an end of course critique in the format at **Appendix I** prior to graduation. The OCS CMDT will collate the comments, analyze with OCS staff, provide a synopsis of analyses, and send the package to the CG.

4-5. Graduation

The OCS CMDT arrange for a commissioning ceremony at the course conclusion. The CG or his designee will present all students meeting course graduation requirements a graduation certificate. The

OCS ACMDT/ACMDT will plan a graduation ceremony location, invitees, program, graduation certificates, commissioning documents, and record closeout/archives. A graduation script is at **Appendix J**. Graduation Certificates -- as a minimum -- must contain the student's full name, rank, complete course title, and beginning and completion dates. (REF: TR Reg 350-18, Chap 3, para 3-30, and **Appendix J**). The TAG issues officer commissions. The process is not a fast one and cannot begin until the instructors and TACs have certified the graduating OCs. Accordingly, the CMDT and ACMDT must continually follow through with the process until the commissions are in hand, including seeking VDF CG assistance if roadblocks develop.

4-6. Continuity of Operations

The following continuity of operations steps are required: (1) the TRNGO must ensure the VDF Active Detachment administrative staff has electronic copies of all OCS classes and documents of any kind for archiving; (2) the OCS CMDT will close out academic year files and provide them to the VDF staff for archiving and disposition; (3) The OCS CMDT and TRNGO will, prior to the end of the OCS current class, determine the staff for the next OCS (CMDT qualifications (**Appendix K pertains**), and ACMDT/TAC qualifications (**Appendix L pertains**) will be considered); (4) VDF senior leaders may make recommendations for staff; (5) any VDF leader may provide the OCS CMDT recommendations for course changes; (6) the CG will approve the upcoming OCS curriculum and staff changes; and (7) The TRNGO will ensure course evaluation archiving, wrap up (including awards), is complete and report end-of-course wrap up to the CG.

4-7. Yearly Training Plan

The OCS Staff must carefully plan the coming year Yearly Training Plan (YTP) in November to ensure proper coordination and execution. **Appendix M** is an example. The planning itself will be coordinated with the G3 and other activities, such as IET. A YTP containing only the main training highlights will be provided the same month to the G3 for the Force YTP.

4.8 Officer Candidate Guide

All OCs will be electronically issued the "Officer Candidate Guide" upon being accepted into the OCS. The Guide will comport in all respects with this Directive and be kept as a stand-alone document. It will be reviewed annually for accuracy. All OCS regulations pertinent to the OCS study, behavior, and resources will be found there. OC senior leaders in their home unit/staff may request the Guide for their own information. The Guide will include the CG's Reading List (**Appendix E pertains**). The Guide may be attached to this Directive as **Appendix N**.

Appendix B

Application Process Documents

VIRGINIA DEFENSE FORCE
DEPARTMENT OF MILITARY AFFAIRS
COMMONWEALTH OF VIRGINIA
5001 Waller Road
Richmond, VA, 23230

10 November 2019

HQVDF/G3TRNG

MEMORANDUM FOR: VDF Major Subordinate Commanders and Headquarters, VDF Special
and General Staff Leaders

SUBJECT: Officer Candidate School Applications

1. PURPOSE. The Commanding General (CG) has directed that a Virginia Defense Force (VDF) Officer Candidate School (OCS) be convened. This notifies VDF Major Subordinate Commanders (MSC) and Headquarters, VDF Special and General Staff Leaders of the application open period and procedures to nominate qualified Soldiers within their responsibility for the upcoming OCS. The target officers must promulgate this solicitation for Officer/Warrant Officer Candidate (OC/WOC) candidates to all their personnel immediately. Processing instructions follow.

2. DISCUSSION:

a. The primary OCS mission is to develop the leadership and professional skills of each qualified candidate to prepare him or her for appointment as a VDF Second Lieutenant or Warrant Officer, capable of leading VDF troops to execute all VDF missions and tasks. The enclosure 1. documents outline OCS prerequisites, application procedures, and required documents. The most important screeners are you, the senior nominating officers, and your senior enlisted leaders. You collectively must ensure the candidate is worthy to lead our troops and represent the VDF future senior leadership.

b. Candidates are selected by their respective commanders or their Headquarters VDF staff leaders based on both observed leadership ability in the enlisted ranks and overall leadership potential. The OCS Review Board (G3, G3 Training Officer (TRNGO), OCS Commandant (CMDT), and VDF Chief of Staff) will review each package. The Board will either recommend to the CG for enrollment (with or without waiver) or decline the package with explanation of deficiencies preventing accession into the program.

c. You as the nominating personnel **must ensure application packages are complete** prior to being submitted. Documents should be attached to an email and sent to the undersigned G3 TRNGO and OCS CMDT at the following email: [TRNGO email]; [CMDT email] not later than 7DEC** Unit Training Assembly. Documents requiring a signature must be in PDF format after signature. Incomplete and unexcused late packages will be returned.

d. If after reviewing the enclosed OCS prerequisites the nominating leaders wish to recommend a

waiver of any criteria, specific substantiation/reasoning must be articulated in the enclosure 2. format. The Review Board will concur/non-concur on waiver recommendations and the CG will decide.

e. The four-phase OCS curriculum is detailed in the VDF “Course Management Plan (CMP) and Program of Instruction (POI).” Professional Officers (doctors, dentists, physician’s assistants (or equivalent), nurses, chaplains, lawyers, cyber security experts, and public information experts) are invited to take all phases, but need only take Phase I.

f. There will be no in-person interviews, so once again it is important that the senior nominating leaders carefully screen packages for administrative completeness, and each candidate for aptitude.

3. Questions may be directed to the undersigned at [TRNGO telephone and email] or [CMDTTRNGO telephone and email];

Encl: (2)

1. Blank application pkg

2. Senior Leader End

[TRNGO]

MAJ (VA)

G3 TRNGO

[CMDT]

CPT (VA)

OCS CMDT

Appendix B.



VIRGINIA DEFENSE FORCE
OFFICER CANDIDATE SCHOOL (OCS)
APPLICATION PACKAGE

**MISSION OF OCS**

The primary OCS mission is to develop the leadership and professional skills of each qualified candidate to prepare him or her for appointment as a VDF Second Lieutenant or Warrant Officer capable of leading VDF troops to execute all VDF missions and tasks.

By this submittal, the Applicant and Senior Commander/G-Staff/Special Staff (Nominator) certify they have carefully read the eligibility standards, application requirements, and below checklist and that the below application package is accurate and complete.

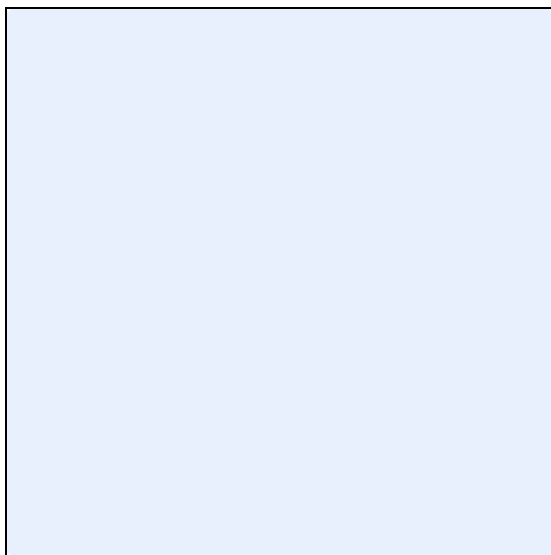
Applicant Name (Last, First, M.I.):

, ,

Date of Submittal:

[Click here to enter a date.](#)

Candidate Full Length Photo in T-shirt, BDU Pants, Boots:



OCS APPLICANT MANDATORY SUBMISSION CHECKLIST

The OCS submission packet should be submitted electronically to your Regimental S-1 or your VDFHQ Staff Leader for review and recommendation to the VDF Commanding General. Incomplete packets will be sent back. Use the following checklist and cover sheet when submitting the candidate packet.

Packet Checklist (copies of each should be included with packet):

- ☐ VDF Officer Candidate School Application and Profile Summary (below), **signed by Applicant and Nominator**
- ☐ Cover sheet with full length photo in T-shirt, BDU pants, and boots
- ☐ Essay “Why I want to be an Officer or Warrant Officer in the VDF”
- ☐ Biography
- ☐ Applicant request to waive any OCS eligibility requirement(s) and reasons
- ☐ FEMA transcript for ICS 100, 200, 700, 800 (Do not send copies of FEMA certificates unless unavailable on the transcript)
- ☐ Copy of one College Diploma for Officer Candidate, or High School Diploma for Warrant Officer Candidate
- ☐ Copy of IET Training Certificate of Completion, if no prior service of 6 months or longer
- ☐ VDF Orientation proof of completion for prior-service Applicants
- ☐ Nominator Letter in attached format, **making the following certifications and recommendations:** (Nominator must make a waiver recommendation to the Commanding General about each eligibility criterion the Applicant does not meet):

- ◆ Applicant meets VDF height/weight requirement for age (Army Standards plus 10%)
- ◆ Applicant has passed VDF physical with no limitations
- ◆ Applicant has produced documentary proof s/he is a U.S. Citizen
- ◆ Applicant has completed VDF Initial Entry Training or U.S. Military Basic Training
- ◆ Applicant has passed a Criminal Background Check to include Driving Record within the last six months
- ◆ Applicant is no older than 47 years (47 plus 364 days at start of course)
- ◆ Applicant has two years’ VDF service with satisfactory attendance (two-year requirement does not apply to doctor, nurse, lawyer, chaplain applicants)
- ◆ RGT Cdr/HQVDF Staff Leader to which assigned recommendation in the attached format to CG
- ◆ Senior Enlisted Leader, recommendation in the attached format to CG

VDF OFFICER CANDIDATE SCHOOL APPLICATION			
1. NAME (Last, First, Middle)		2. GRADE	3. OC or WOC?
			4. GENDER <input type="checkbox"/> MALE <input type="checkbox"/> FEMALE
5. GRADE FOR WHICH YOU ARE APPLYING OFFICER CANDIDATE: <input type="checkbox"/> WARRANT OFFICER CANDIDATE: <input type="checkbox"/>			
6. CURRENT UNIT		7. Email Address(es)	
8. HOME OF RECORD ADDRESS STATE ZIP		9. HOME PHONE/CELL PHONE NUMBERS () - / () -	
10.(a) EMPLOYER NAME AND ADDRESS /		10. (b) EMPLOYER PHONE NUMBER () -	
11. DOB/AGE /	12.(a) ARE YOU A CITIZEN OR PERMANENT RESIDENT OF THE U.S.: <input type="checkbox"/> YES <input type="checkbox"/> NO		12(b) RESIDENT STATE:
13. WAIVER(S) REQUIRED: <input type="checkbox"/> YES <input type="checkbox"/> NO IF YES, LETTER REQUEST ATTACHED	14. ARE YOU PHYSICALLY ABLE TO PERFORM VDF OFFICER DUTIES? <input type="checkbox"/> YES <input type="checkbox"/> NO		15. DO YOU HAVE ANY PHYSICAL LIMITATIONS? <input type="checkbox"/> YES <input type="checkbox"/> NO IF YES, ATTACH STATEMENT EXPLAINING
16.(a) HIGH SCHOOL GRADUATE: <input type="checkbox"/> YES <input type="checkbox"/> NO	16.(b) NAME AND LOCATION OF HIGH SCHOOL: /		
17.(a) COLLEGE DEGREE: <input type="checkbox"/> YES <input type="checkbox"/> NO IF NO DEGREE, NUMBER OF COLLEGE CREDITS:		17. (b) LEVEL OF DEGREE: <input type="checkbox"/> AA <input type="checkbox"/> AS <input type="checkbox"/> BA <input type="checkbox"/> BS <input type="checkbox"/> MS <input type="checkbox"/> MA	
17. (c) NAME OF COLLEGE:			
18. MILITARY BACKGROUND: PEBD:		19. DATE OF VDF ENLISTMENT:	
PRIMARY MOS:		TOTAL YEARS OF VDF SERVICE:	
HIGHEST LEVEL OF MILITARY EDUCATION:		RANK: DOR:	
(IF NONE OR NON-PRIOR MILITARY, RESPOND WITH N/A)			
20. WERE YOU EVER REJECTED FOR MILITARY SERVICE OR APPOINTMENT AS AN OFFICER? <input type="checkbox"/> YES <input type="checkbox"/> NO HAVE YOU EVER BEEN SEPARATED FROM SERVICE BY RECLASSIFICATION OR BOARD ACTION? <input type="checkbox"/> YES <input type="checkbox"/> NO WERE YOU EVER COURT-MARTIALED? <input type="checkbox"/> YES <input type="checkbox"/> NO			

HAVE YOU EVER BEEN ARRESTED FOR ANYTHING OTHER THAN A MINOR TRAFFIC VIOLATION? <input type="checkbox"/> YES <input type="checkbox"/> NO (If YES, attach statements of circumstances and request for waiver.)			
21. COMPLETION THE FOLLOWING PRE-REQUISITE COURSEWORK / TRAINING COURSES (proof of completion must be submitted with application packet. For FEMA courses, copy of FEMA transcript or certificates are acceptable):			
#	COURSE NAME	COMPLETED	
Orient	VDF Orientation Training Course	<input type="checkbox"/> YES	<input type="checkbox"/> NO
IIA	VDF Level II-A Training Course	<input type="checkbox"/> YES	<input type="checkbox"/> NO
IS-100.b	Introduction to Incident Command System	<input type="checkbox"/> YES	<input type="checkbox"/> NO
IS-200.b	ICS for Single Resources and Initial Action Incident	<input type="checkbox"/> YES	<input type="checkbox"/> NO
IS-700.a	National Incident Management System (NIMS) An Introduction	<input type="checkbox"/> YES	<input type="checkbox"/> NO
IS-800.b	National Response Framework, An Introduction	<input type="checkbox"/> YES	<input type="checkbox"/> NO
IET*	Initial Entry Training	<input type="checkbox"/> YES	<input type="checkbox"/> NO
ESSAY	“Why I Want to Be an Officer in the VDF”	<input type="checkbox"/> YES	<input type="checkbox"/> NO
LOR	Letter of Recommendation from MSC Cdr or Staff Principal	<input type="checkbox"/> YES	<input type="checkbox"/> NO
22. I certify that the information provided is correct or to the best of my knowledge. <div style="display: flex; justify-content: space-between; border-top: 1px solid black; margin-top: 10px;"> SIGNATURE OF APPLICANT DATE </div>			
23. RGT COMMANDER'S/HQVDF STAFF PRINCIPAL RECOMMENDATION: Per attached letter, I and my senior enlisted leader certify the application package to be complete and recommend as follows: <div style="display: flex; justify-content: space-between; border-top: 1px solid black; margin-top: 10px;"> TYPED RANK AND NAME OF RGT CDR/G-LEADER SIGNATURE DATE </div> RECOMMEND <input type="checkbox"/> APPROVAL (<input type="checkbox"/> WITH/ <input type="checkbox"/> WITHOUT WAIVER) - <input type="checkbox"/> DISAPPROVAL			
24. OCS BOARD RECOMMENDATION: The screening board certify the application package to be complete and recommend as follows: <div style="display: flex; justify-content: space-between; border-top: 1px solid black; margin-top: 10px;"> TYPED RANK AND NAME OF SENIOR MEMBER SIGNATURE DATE </div> RECOMMEND <input type="checkbox"/> APPROVAL (<input type="checkbox"/> WITH/ <input type="checkbox"/> WITHOUT WAIVER) - <input type="checkbox"/> DISAPPROVAL			
<div style="display: flex; justify-content: space-between; border-top: 1px solid black; margin-top: 10px;"> TYPED RANK AND NAME OF VDF COMMANDER SIGNATURE OF VDF COMMANDER DATE </div>			

GOVERNMENT DATA COLLECTION AND DISSEMINATION PRACTICES ACT STATEMENT

Privacy Act Statement

1. AUTHORITY: Government Data Collection and Dissemination Practices Act, Virginia Code §§ 2.2-3800 —2.2-3809
2. PRINCIPLE PURPOSES: To obtain data necessary to determine the eligibility of an individual for Basic Officer Qualification Course
3. ROUTINE USES: 1. Identify individual and provide addresses. 2. Obtain civilian occupational background. 3. Obtain military background. 4. Obtain both civilian and military education. 5. Obtain guide to character of individual and nature of prior service. 6. Data provided is verified and may be basis for unfavorable action if determination is made that incorrect information was intentional.
4. MANDATORY OR VOLUNTARY DISCLOSURE AND EFFECT ON INDIVIDUAL NOT PROVIDING INFORMATION. Disclosure is required for enrollment in Basic Officer Qualification Course. Failure to provide data may negate enrollment.

OFFICER CANDIDATE PROFILE SUMMARY					
<p align="center">PRIVACY ACT STATEMENT</p> <p><u>AUTHORITY:</u> 5 U.S. Code Section 552 and Code of Virginia</p> <p><u>PRINCIPAL PURPOSE:</u> Used by candidate to supply information necessary for student enrollment in the VDF OCS Program</p> <p><u>ROUTINE USE:</u> Used by appropriate authority for administrative processing, provide points of contact in case of emergency and background information essential for student identification.</p> <p><u>DISCLOSURE:</u> Voluntary; however, failure to complete the form may result in candidate's rejection for further training.</p>					
NAME-Last			First	MI	AGE
RANK	DOB	VDF ID#	SIGNATURE		
RACE <input type="checkbox"/> CAUCASION <input type="checkbox"/> BLACK <input type="checkbox"/> HISPANIC <input type="checkbox"/> NATIVE AMERICAN <input type="checkbox"/> ASIAN <input type="checkbox"/> OTHER _____		SEX <input type="checkbox"/> MALE <input type="checkbox"/> FEMALE		SPOUSE'S NAME	ANNIVERSARY
				SPOUSE'S DOB	
MARITAL STATUS			PREGNANT	DUE DATE	
<input type="checkbox"/> MARRIED <input type="checkbox"/> DIVORCED			<input type="checkbox"/> YES <input type="checkbox"/> NO		
			FAMILY MEMBER'S NAMES	DOB	

<input type="checkbox"/> SEPERATED <input type="checkbox"/> SINGLE		
HOME OF RECORD		PHONE
PLACE OF BIRTH		
NEXT OF KIN AND RELATIONSHIP		PHONE
SPOUSE'S ADDRESS (IF DIFFERENT FROM HOR)		PHONE

VDF Form 264-R

October 2013

OFFICER CANDIDATE PROFILE SUMMARY (continued)	
RELIGION	SPECIAL NEEDS
MILITARY EDUCATION AND SCHOOLS	CIVILIAN EDUCATION AND SCHOOLS
	INSTITUTION
	DEGREE

	SUBJECT/DISCIPLINE	
BACKGROUND CHECK <input type="checkbox"/> YES <input type="checkbox"/> NO	AUTO <input type="checkbox"/> YES <input type="checkbox"/> NO	TYPE
	INSURED	COLOR
	LICENSE (STATE)	REGISTRATION #
PREVIOUS UNIT:	MILITARY SERVICE TIME	
POST/FORT:	ACTIVE YRS MOS	RESERVE YRS MOS
DISTINGUISHED RELATIVE(S) OF CANDIDATE A distinguished relative is an officer, active or retired, of grade O-6 (COL) or higher, an enlisted soldier of grade E-8 (MSG) or E-9 (SGM), a United States Representative or Senator, or a Federal Civil Service Senior Executive Service. The relationship should be in the immediate family (parent, brother, sister, grandparent, aunt or uncle).		
RELATIVE	STATUS/POSITION	RELATIONSHIP

--	--	--

VDF Form 264-R

October 2013

VIRGINIA DEFENSE FORCE
DEPARTMENT OF MILITARY AFFAIRS
COMMONWEALTH OF VIRGINIA
5001 Waller Road
Richmond, VA, 23230

VDF-UNIT- C OR STF

1 December 20**

MEMORANDUM THRU VDF COS

FOR VDF COMMANDING GENERAL

SUBJECT: Application for Officer Candidate School Senior Leader Endorsement

1. PURPOSE: This provides the **UNIT or Staff** endorsement for **RANK/NAME** application to the Virginia Defense Force (VDF) Officer Candidate School (OCS) as an Officer Candidate or Warrant Officer Candidate. [Senior enlisted leader may co-sign, or submit a separate letter]

2. DISCUSSION:

a. **RANK/NAME's** application for the VDF OCS and related required documents are enclosed. **After reviewing the applicant's record and application for completeness and qualifications**, and interviewing the applicant, I and my Senior Enlisted Leader certify the application is complete and the candidate qualified, or request qualification waivers as justified below. Specifically, I make the following certifications that I have personally verified by checking all the below boxes:

- ☐ Nominator must make a waiver recommendation to the Commanding General about each eligibility criterion the Applicant does not meet.
- ☐ Applicant meets VDF height/weight requirement for age (Army Standards plus 10%).
- ☐ Applicant has passed VDF physical with no limitations.
- ☐ Applicant has produced documentary proof s/he is a U.S. Citizen.
- ☐ Applicant has completed VDF Initial Entry Training or U.S. Military Basic Training.
- ☐ Applicant has passed a Criminal Background Check to include Driving Record within the last six months.
- ☐ Applicant is no older than 47 years (47 plus 364 days at start of course).
- ☐ Applicant has two years' VDF service with satisfactory attendance (two-year requirement does not apply to doctor, nurse, lawyer, chaplain applicants).
- ☐ RGT Cdr/HQVDF Staff Leader to which assigned recommendation below.
- ☐ Senior Enlisted Leader, recommendation via co-signature or attached separate letter.

b. Academic Aptitude (scaled 1-5, with 5 being strongest):

- c. Leadership Aptitude (scaled 1-5, with 5 being strongest):
 - d. Appearance/Physical Fitness (scaled 1-5, with 5 being strongest):
 - e. Qualification Waiver Justification(s):
 - (1) (Age, education level, etc., w/ a paragraph for each waiver request)
3. Explanation for any rating below four (in 1-5 scale) above:
4. Recommendation of waiver, or not, for each eligibility criterion the Applicant does not meet:
- a. [Example “Age 50. Applicant is slim, in good physical condition, motivated and a good leader.”]
 - b. [Weight, etc.]

Encls (1)

1. Application package

INITIALS, LAST (ALL CAPS)

RANK (VA)

TITLE

CF

CMDT, OCS

Appendix C

Evaluation and Acceptance Process Documents

VIRGINIA DEFENSE FORCE
DEPARTMENT OF MILITARY AFFAIRS
COMMONWEALTH OF VIRGINIA
5001 Waller Road
Richmond, VA, 23230

1 December 20**

HQVDF

MEMORANDUM FOR: The Commanding General, Virginia Defense Force

SUBJECT: Recommendations for Officer Candidate School and Waivers of Application
Prerequisites

1. PURPOSE: This provides the apparent final list of applicants for the Virginia Defense Force (VDF) Officer Candidate School (OCS) and requests the Commanding General's (CG) decision on waiver requests.

2. DISCUSSION:

a. The G-1 issued two notices, with pertinent formats, to VDF personnel, soliciting applicants for the new OCS on DATES. The OCS will convene and begin teaching during the Multiple Unit Training Assembly, DATE. To date the OCS Review Board (OCS OIC, VDF Deputy Commanding Officer, and VDF Chief of Staff) has received ** applications. ** applications have been returned as incomplete [explain disposition]. There are ** fully qualified applicants recommended for acceptance below, ** partially qualified candidates recommended for acceptance with waiver, and ** applicants not recommended for acceptance with explanation. Applicant senior leader nominations/endorsements are attached. All candidates, their deficiency (if any), and my recommendation follow.

b. RANK/NAME UNIT DEFICIENCY WAIVER RECOMMENDATION?

SPC Jane Doe	2RGT (OC)	Age 50	Yes, physically capable
SPC John Doe	3RGT (WOC)	Weight	No, 30 pounds overweight.
NR Al Smith	VDF HQ(OC)	NA	Doctor TIS not applicable
ET CETERA			

c. I believe waivers are appropriate in view of our junior officer shortages, considering who we are, and the fact that each candidate will be evaluated throughout the academic year.

Encls (1)

1. Application package

INITIALS, LAST (ALL CAPS)

RANK (VA)

TITLE

Notice of Acceptance

VIRGINIA DEFENSE FORCE
DEPARTMENT OF MILITARY AFFAIRS
COMMONWEALTH OF VIRGINIA
5001 Waller Road
Richmond, VA, 23230



OCS CLASS 20**

DATE

MEMORANDUM FOR RECORD**SUBJECT: OFFICER CANDIDATE SCHOOL (OCS) APPLICATION ACCEPTANCE****Officer Candidates (OC) and Warrant Officer Candidate (WOC) NAME:**

Congratulations, the Commanding General has approved your application. Based on your application and qualifications, you have been selected to join the OCS Class of 20**. Any waiver of eligibility criteria is discussed in the enclosure.

During your time in the OCS program you will continue to serve in your current capacity but will also be assigned to OCS. As further explained in the "Officer Candidate Guide" which will be sent to you by email attachment, OCS will occur in four phases, and most instruction will be at Ft Picket, VA during the quarterly Multiple Unit Training Assemblies (MUTA), starting DATE. Note that if you have been accepted under waiver, the waived condition, if correctable, must be corrected prior to graduation.

In preparation for OCS, it is critical that you fully review the VDF Officer Candidate Guide that will be provided this week. You will need a copy of this guide with you at all times. This is a rigorous program and your attendance at all classes and completion of all assignments is mandatory. Failure to comply will mean being dropped from the course.

Your first assignment is to report to Ft. Picket for the MUTA DATE. OCS will convene at 0745, DATE in LOCATION.

Additional preparation:

- Officer Candidates should check their field gear: foul weather gear, canteen, bug spray, sunscreen, 3-day supply of any medicines. Uniforms, including caps/covers, will be clean and pressed
- Officer Candidates should review the following information prior to reporting:
 - Army Leadership (ADRP 6-22):
 - Drill and Ceremonies FM 3-21.5: www.usarmyband.com/pdf/FM_3_21_5.pdf

Should you be called to State Active Duty during your participation in OCS, you will be designated the rank of SGT (E-5), unless you currently hold a higher rank.

Additional details will be provided at the first OCS session.

Once again, welcome aboard future Virginia Defense Force leader! We look forward to seeing you in action.

Encls (1)

1. If any

INITIALS, LAST (ALL CAPS)

RANK (VA)

TITLE

**Appendix D (See VDF Regulation 350-1, VDF Training Program, Appendix F)
Lesson Plan Template**

Appendix E
OC Student Guide



VIRGINIA DEFENSE FORCE
OFFICER CANDIDATE STUDENT GUIDE



JANUARY 2021

THIS BELONGS TO OC: _____

OCS CLASS# _____

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Chapter 1 – General

1-1. Gender Statement. All references to the male/female gender throughout this document apply to both sexes unless otherwise indicated.

1-2. Purpose. This Student Guide describes the policies for administration, supply, training, conduct and discipline for all Officer Candidates (OCs) and Warrant Officer Candidates (WOCs) – collectively referred to as “OCs” throughout this Guide -- enrolled in the Virginia Defense Force (VDF) Officer Candidate School (OCS). This Guide is approved by the VDF Commanding General (CG)

1-3. Mission. The mission of the VDF OCS training course is to evaluate leadership potential and to ensure that each OC/WOC meets all of the VDF education requirements for commissioning. OCS is a 12-month curriculum during which officer OCs are tested and evaluated to determine if they have the leadership characteristics required for commissioning as a VDF junior officer.

1-4. OCS Organization and Responsibilities. The VDF programs are scalable to the VDF’s size and mission set. The VDF over the decades has grown and waned to match mission sets directed by The Virginia Adjutant General (TAG). The VDF at times has a Schools Command, and OCS is one part of it. Alternately, when the VDF is not large enough for a Schools Command but is large enough to have OCS classes of 30 or more OCs, OCS will have a permanent staff, including a Commandant; Executive Officer; Command Sergeant Major; staff TAC officers, TAC NCOs, and instructors. When the OCS classes are smaller, the OCS Officer-in-Charge is the only permanent staff member and draws volunteers from other VDF organizations as staff and instructors. The current staff structure is:

a. OCS Officer-in-Charge (OIC). The OCS OIC is responsible for ensuring the OCS will adhere to and implement the OCS Program of Instruction (POI) in accordance with the OCS Course Management Plan (CMP). As discussed further below the OIC initiates and coordinates student solicitation, staffing, resourcing, training missions, training sites, and establishes training ownership. The OIC reviews and approves POI training schedules and Lesson Plans, coordinates Phases I to IV training requirements, and validates staff qualifications.

b. OCS Executive Officer (XO). The XO is the link between the staff and the OCS OIC. The Executive Officer is directing OCS administrative matters and is ultimately responsible for ensuring the staff develops and implements the OIC’s guidance IAW the CMP/POI and any other applicable regulatory guidance.

c. TAC Officers. As further explained below, the TAC officer is the primary OC handler in OCS. S/he serves as a role model and teacher. The TAC officer is the single most important factor in the leadership development and evaluation process. TACs determine and control the OCS environment and have the authority to recommend candidates for commissioning or for elimination from the OCS program. TAC officers continually teach, assess and counsel OCs on their values, actions, skills and attributes. Candidates may not fully understand the leadership development process until they have gained the perspective of time and experience. Some of the methods TAC Officers use in the performance of their duties are:

- (1) Observation.
- (2) On-the-spot correction.
- (3) Company/Platoon address.
- (4) Formal instruction.
- (5) Reprimand.
- (6) Informal individual performance counseling.
- (7) Formal individual performance counseling.
- (8) Written evaluation reports.
- (9) Written leadership evaluations.
- (10) Peer reports.

d. Instructor Staff. The instructor staff manages the OCS class and exercises. Their responsibilities include, but are not limited to:

- (1) Administering instruction and testing.
- (2) Responding to candidate problems and needs while they are under their control.
- (3) Maintaining training facilities in a manner that aids effective learning.
- (4) Providing the candidate with assistance to access publications, equipment, forms and instruction.
- (5) Evaluating each candidate's performance on all practical exercises and end-of-block tests.
- (6) Evaluating course material and training methodology.
- (7) Maintaining the OCS environment and enforcing local rules and policies.

e. Administration staff. The OCS Administration staff (normally the XO for smaller OCS classes) is responsible for training and instructor evaluations, coordinating training facilities, resources, instructors and support staff. S/he is responsible for personnel accountability, helping candidates with orders, pay if applicable, completing line of duty investigations, commissioning packets, and waivers. Finally, s/he is responsible for supplies, facilities, subsistence and transportation requirements of the OCS Program.

- (8) Administering instruction and testing.
- (9) Responding to candidate problems and needs while they are under their control.
- (10) Maintaining training facilities in a manner that aids effective learning.
- (11) Providing the candidate with assistance to access publications, equipment, forms and instruction.
- (12) Evaluating each candidate's performance on all practical exercises and end-of-block tests.
- (13) Evaluating course material and training methodology.
- (14) Maintaining the OCS environment and enforcing local rules and policies.

1-5. OCS Program of Instruction. The OCS POI is an in-depth 12-month, four phase programs designed for the entry-level development of OCs to serve in the VDF. The OCS will begin accepting applications 75 days prior to the commencement of the OCS. Candidates are selected by their respective commanders or their Headquarters VDF staff leaders on the basis of both observed leadership ability in the enlisted ranks and overall leadership potential. They are reviewed by the OCS Review Board (OCS OIC, VDF Deputy Commanding Officer, and VDF Chief of Staff) and either recommended to the CG for enrollment (with or without waiver) or declined with explanation of deficiencies preventing accession into the program. Once selected, OCs will be formed into a cohort for the duration of the year-long program. The program will conclude with a graduation and commissioning ceremony. The

OCS OIC directs phase advancement and can adjust training dependent on class performance and external factors.

1-6. Chain of Command. When not under instruction, OCs will be operationally and administratively attached to their home unit/station. When ordered to duty for resident OCS instruction (normally at Ft Pickett), the OCs will be under OCS operational control. Per the CG, Major Subordinate Command (MSC) Commanders, their subordinates, and Headquarters VDF staff leaders will make OCs under their cognizance available for OCS instruction and cooperate with OCS staff in administering the OCS Leadership Program.

1-7. Course Standards

a. OC character, integrity and appearance must be an inspiration to others and conduct at all times must be above reproach. Personal appearance, military bearing and military courtesy will always be of the highest standard.

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

(1) Academics. Pass all examinations with at least a 70% average.

(2) Leadership. Serve in various command/staff positions during all phases of training and achieve an overall satisfactory leadership rating.

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

(4) Attendance. Participation in the OCS program is not easy. Careful evaluation of the program should be done prior to committing to the program. Each Officer OC is expected to attend **all** training periods. OCs who miss or cannot actively participate in the program must notify the OCS Administrative TAC prior to the date of the event or drill and work. Make-up of the missed event or drill is up to the OCS OIC. If an OC misses a second event or drill, the OC will be discharged and will have to re-apply to the program.

1-8. Home Unit/Station. Each OC's Regimental Commander or Headquarters VDF Staff Leader is expected to work with the OCS OIC and TACs to place OCs in leadership/staff "shadow billets with a mentor and record performance in same, as specified below, at intervals throughout program. As well OCs should be mentored throughout the academic year with the goal of educating the OC in positive leadership techniques.

Chapter 2 – Policies

2-1. General. The policies established at OCS provide uniformity and information for evaluating the OC's ability to follow instructions, pay attention to detail, and demonstrate leadership. The policies prescribed require strict compliance. Failure to comply may result in disciplinary action, recycle, or relief.

2-2. Relationships and Fraternization

a. Relationships between OCs and cadre which cause the actual or perceived appearance of preferential treatment, partiality, or affection are prejudicial to good order, discipline, and unit morale. OCs and cadre are not authorized to form such relationships. OCs under training with a pre-existing relationship (including married OCs) must avoid public display of affection or associate together to the exclusion of other OCs. OCs should further avoid being cliquish with other OCs from their own unit. OC's should get to know the entire class.

b. Fraternization includes but is not limited to sexual relationship between OCs and cadre, public display of affection, to include close dancing, handholding, touching, kissing or other similar contact. Fraternization between OCs and OCS staff is unacceptable; it has the potential to undermine unit esprit and cause unnecessary tension within the class. OCs will refrain from all actions that are, or could be perceived as, fraternization.

2-3. OC Preparation. Upon acceptance into OCS, students should begin to prepare by "tightening up" on personal appearance and familiarizing themselves with certain subjects. The time under instruction during OCS is very restricted, making OC preparation ahead of instruction a key component of successful instruction. Accordingly, OCs will begin reviewing the following subjects early and often after being notified of acceptance.

a. Core Knowledge. OCs should do all the self-learning they can on the core knowledge elements in Chapter 8 below. The OC should know the Virginia Department of Military Affairs and VDF chain of command and their structure prior to reporting to OCS. **Appendix A pertains.**

b. Drill and Ceremonies. OCs should study and become thoroughly familiar with FM 3-21.5 (Drill and Ceremonies). A sound, thorough knowledge of drill and ceremonies will be of great value to the Officer OC. * Specific attention should be paid to chapters 2 through 7 *

c. Uniforms and Equipment. It is the OCs responsibility to make sure that he/she has possession of all authorized and required items. ACU minimum two sets. OCs may purchase "O.C.S." insignia (same for OCs and WOCs) for ACU chest and patrol cap or ask TACs for same from stocks. OCs will wear their uniforms as prescribed in AR 670-1 and VDFR 670-1. All OCs will be uniformly dressed for whatever task or situation that they are in. Phase I will address proper wear and inspection of the uniform. Uniform items will not be mixed. Those students who have uniforms that show considerable wear or that are ill-fitting will correct those deficiencies.

d. Leadership. Purchase and study Small Unit Leadership: A Commonsense Approach, by Dandridge M. Malone. Discuss with chain-of command at Home Station what leadership and staff positions, and what mentors are available during the OCS

e. Purchase a good quality compass and begin studying map reading and land navigation.

2-4. Appearance

a. General. An OCs appearance makes a statement about the individual's personal organization, pride and attention to detail. OCs will maintain the highest standards of appearance and always set a positive example. Wear and appearance of Army uniforms will be in strict accordance with AR 670-1 and VDFR 670-1, except where specific changes are outlined in this OC guide.

b. Uniform. Keep all uniforms clean and neat in appearance. Keep boots clean at all times. Wear identification tags at all times. Carry your military identification card with all uniforms.

c. Hair.

(1) Male OCs must wear their hair IAW AR 670-1. Extreme, fad style haircuts or hairstyles are not authorized. Hairstyles that prevent the uniform headgear from being worn properly are not authorized. Male OCs are to be clean-shaven; mustaches and beards are not authorized.

(2) Female OCs should arrive with a hairstyle that conforms to AR 670-1, including during field events. Hairstyles will not interfere with the proper wearing of military headgear. Hair holding ornaments (such as but not limited to, barrettes, pins, clips, bands) if used, must be unadorned and plain and must be transparent or similar in color to the hair, and will be inconspicuously placed. OCs are not authorized to wear cosmetics. Longer hair must be neatly displayed, without wisps of hair being free.

2-5. Titles

a. OCs (whether OC or WOC) will be identified by the title of "Officer Candidate or OC [Last Name]".

b. When addressed by an officer, a OC stands at the position of attention. OCs begins his/her reply, "Sir, Officer Candidate [Last Name]." When addressed by an OCS NCO, OCs will stand at parade rest and begin his/her response, "Sergeant, Officer OC [Last Name]." When addressing either an officer or NCO, the OC will look directly into the eyes of the officer or NCO he is addressing.

2-6. Saluting, Addressing and Courtesies

a. Saluting. Salutes will be rendered in accordance with (IAW) FM 3-21.5 (Drill and Ceremonies). To further emphasize saluting, attention to detail, and being cognizant of one's surroundings, saluting distance will be that distance at which an OC recognizes an officer.

b. Greetings. An appropriate greeting will be extended when saluting (i.e. "Good Morning, Sir!"). All greetings are concluded with Sir/Ma'am as appropriate. When in groups of two or more, the OC in charge (or if none in charge the first to see an officer) will call the group to attention and render the

salute and proper greeting on the group's behalf. The OC greeting the officer will continue to salute until it has been returned, the command "Carry On" has been given, or the officer is no longer in view. When moving as a group the first OC in file or the OC in charge will greet the officer. Greetings will not be extended at the double time. The OC in charge will slow to quick time; render the salute and proper greeting (without stopping forward motion) and return to double time after the salute is returned.

(1) When addressing groups of officers and/or NCOs, only the senior member of the group shall be addressed.

(2) If the senior member of the addressed group is accompanied by a member of equal grade then the senior members will all be addressed as Gentlemen, Ladies, or Ma'am/Sir, as appropriate.

(3) Proper greetings are determined by local time.

- (a) Morning is from 0001 to 1159.
- (b) Afternoon is from 1200 to 1759.
- (c) Evening is from 1800 to 2400.

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

(5) During duty hours, when an officer enters the company area/barracks, the first OC to see the officer will command, "Officer Candidates, Attention ["Atten-hut" is acceptable]." Conversely, if any NCO without an officer present enters the area, the area will be called "At ease." All OCs will come to parade rest. When the officer/NCO replies "Carry on," OCs will continue their activities. The nearest TAC or senior OC will report to the officer/NCO with the platoon status, such as "All OCs are present or accounted for, and performing ***."

c. Enter a Room, Addressing / Reporting / Dismissing

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

(2) Reporting/Addressing. When addressed by an officer the OC will come to the position of attention and state his name as follows, "Sir/Ma'am, Officer Candidate *name* reports with a statement/question/as ordered". When reporting to an officer the OC will come to the position of attention, render a salute and report, "Sir/Ma'am Officer Candidate *name*, reports!" If the OC has been ordered to report, the OC will add, "As ordered!" Same as above for an OCS non-commissioned

officer, with the exception of the hand salute is not rendered and OCs will use the term “Sergeant” or “Sergeant Major” instead of “Sir/Ma’am”.

(3) Dismissing

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

(b) From a non-commissioned officer: Same as above with the with the exception of the hand salute is not rendered and OCs will use the term “Sergeant” or Sergeant Major” instead of “Sir/Ma’am”.

d. Making Way and Passing

(1) Making Way. When cadre enter a hallway or stairwell and are six steps away, OCs will assume the position of attention, with the shoulders, buttocks and heels touching the wall and command, “Make way.” (All OCs will echo this command). OCs will resume their activities on the command of “Carry on.” (All OCs will echo this command). If the cadre does not command “Carry on,” one of the OCs will give the command after the cadre has passed beyond six steps.

(2) Requesting Permission to Pass. Whenever an officer’s or NCO’s presence impedes normal traffic and a OC desires to pass, the OC comes to the position of attention facing the officer or NCO and says, “[Title], Officer OC [Last Name] requests permission to pass.” When permission is granted, the OC will pass. If a group of officers or NCOs are present the OC requests permission to pass from the ranking individual.

2-7. Movement

a. Marching in formation

(1) OCs in groups of three or more will move in formation with a member in charge. Formations will march in columns when six (6) or fewer OCs are present; will march two (2) abreast when the formation contains between seven (7) and eleven (11) OCs; will march three abreast when the formation contains 12 or more OCs. OCs march no more than two abreast on footpaths or sidewalks.

(2) Formations will not depart a training location without ensuring proper accountability.

(3) Road Guards. Road guards are required for all squad or larger formation movements. Road guards wear the road guard vest during all formation movements. During hours of twilight or darkness, road guards carry an operational flashlight in the hand closest to the outside of the formation. Road guard responsibilities are:

(a) Front road guards will lead the element by 30 feet and rear road guards will trail the element by 30 feet. During periods of limited visibility road guards increase the distance to 50 feet.

(b) Front and rear road guards warn traffic of the formation. They do not post themselves at an intersection that is the responsibility of the formation internal road guards.

(c) Formation internal road guards will post at each intersection and maintain that position until relieved or the element has passed.

(d) For less than squad strength, the OC in charge of the formation will “mark time” the formation until sure no traffic is coming, then resume the street crossing.

b. Vehicles. OCs may only travel to OCS training by personal vehicle if under orders. No OC may travel in a U.S. Government vehicle without U.S. Government Invitational Orders.

2-8. Graduation. A graduation commissioning ceremony will be held at Ft Pickett or other location chosen by the OCS OIC. At the graduation ceremony, officer OCs will either be promoted to Second Lieutenant (2LT) or Warrant Officer (WO1). Course Completion Certificates will be presented during the ceremony.

Chapter – 3 Conduct

3-1. Honor and Honor Code

a. At OCS, the Honor Code is emphasized, and OCs must understand its scope and intent. Each OC must employ it in everything they do. Honor may be defined as that quality in a person that shows them to be truthful and fair in word and deed, both to themselves and to others. Webster's Definition of Honor is "...a sense of what is right, just and true, scorning meanness." It also implies loyalty, courage and devotion to duty. A commissioned officer must possess honor as an integral portion of his character in order to meet the demands placed upon him/her as a leader. In the profession of arms, the welfare and indeed the very lives of so many, hinge on the honor and integrity of the few who lead. You will be among those few.

b. The honor code takes a simple approach to govern the behavior of OCs. The honor code simply holds the Officer OC to conduct that our society deems acceptable and honorable; the conduct primarily learned at home, school and church.

(1) A leader must have the respect of those persons given into his charge. This respect is based upon conduct, personal courage and sense of honor. Honor is, therefore, a necessary and essential part of every officer; to be bound by word, devotion to duty, organization, country and the oath of commission. Honor must remain steady in times of extreme tension, stress and danger. Subordinates depend on an officer for their physical wellbeing and mission accomplishment, without cutting corners.

(2) The honor code is simple: *An Officer will not lie, cheat, or steal, nor tolerate those who do.* The Honor Code is a rule of personal integrity, which requires each student to be absolutely and unfailingly honest in all matters. Never fear the truth and never compromise honor or truth for expediency." An Officer OC will always choose the harder right over the easier wrong, and never be satisfied with the half-truth when the whole truth can be known."

-From the Cadet Prayer, USMA, West Point-

(3) The element most important to the success of the Honor Code is the belief in that code by every person. That belief, together with an appreciation for the importance of honor, will foster the assurance that you can put complete trust in your comrades. Honor and trust are the cohesive agents, which transform a group into a unit.

c. Lying. OCs violate the honor code by lying if they make an oral or written statement or gesture of communication in the presence of, or to, another, intending to deceive or mislead. Quibbling is creation of false impressions through evasive wording, the omission of relevant facts, or telling a partial truth, and is a form of lying.

d. Cheating. OCs violate the honor code by cheating if they willingly take information, which does not belong to them, or present material that is not an example of their own work, to gain an advantage.

e. Stealing. OCs violate the honor code by stealing if they wrongfully take, obtain, or withhold, by any means, from the possession of the owner (or any other person), any money, personal property or article of value of any kind, with the intent to deprive or defraud another person of the use or benefit of

the property. OCs are considered to be stealing when they take, obtain, or withhold any item without the expressed permission or knowledge of the owner.

f. Toleration. OCs violate the honor code by toleration if they fail to report an unresolved incident with honor implications to the proper authority within a reasonable time period. Proper authority will usually be the TACs. A reasonable length of time is the time it takes to confront the suspected violator and determine whether the incident was a misunderstanding or actually a violation of the honor code.

There is a distinct difference between an honor violation and a disciplinary violation. Although honor and discipline are in many ways complimentary, it is essential that the OC completely understand the difference. To be guilty of an Honor Code Violation, you must have violated one of the four provisions of the Honor Code. A disciplinary violation involves a breach of policy or regulations.

A VIOLATION OF THE HONOR CODE IS CAUSE FOR DISMISSAL!

3-2. Hazing and Mistreatment.

a. Hazing. Hazing is defined as any conduct whereby one military member or employee, regardless of service or rank, unnecessarily causes another military member or employee, regardless of service or rank, to suffer or be exposed to an activity that is cruel, abusive, oppressive, or harmful. Hazing is not limited to superior-subordinate relationships; it may occur between peers.

b. Mistreatment. No OCS staff or OC will illegally discriminate, ridicule, or treat any other member differently based on their sex, race, color, national origin, religion, age, physical features or any other reason. An officer who unfairly treats any member strikes at the heart of unit cohesion.

3-3. Rule of Three. The “Rule of Three” governs all activities under the control of the OCS program. In all activities involving OCs of opposite sexes, at least three OCs are present at all times.

Chapter 4 – Leadership Program

4-1. Leadership Program (LP). The primary OCS mission is to develop the leadership and professional skills of each qualified OC to prepare him or her for appointment as a VDF Second Lieutenant or Warrant Officer capable of leading VDF troops to execute all VDF missions and tasks. OCs were selected by their respective commanders or their Headquarters VDF staff leaders based on both observed leadership ability in the enlisted ranks and overall leadership potential. The Commanding General (CG) sees the LP as the most key part of the OCS curriculum to develop our force. The most important LP players are the TSCs, each OC's senior leader, and the OC's chain of leadership. The team must collectively ensure the OC is prepared to lead our troops in the years ahead. The core leadership class schedule, knowledge, and "home station" part in the LP is discussed below.

4-2. Leadership Program Elements. The LP curriculum elements are:

- a. VDF 102, Soldier Values (Including Ethics/SHARP/EO)
- b. VDF 202, Leadership Principals and Traits
- c. VDF 203, Small Unit Leadership
- e. VDF 305, Leading the Small Unit Scenarios – Break Outs with Senior Leaders
- f. Military Biography Report Reviews (adapt to Decision Paper in Memo For format)

4-3. Leadership Program Core Knowledge. The LP core knowledge is simple and will be the key component of teaching and learning.

- a. **Soldier Values.** The Soldier Values are "LDRSHIP".

(1) **Loyalty:** Bear true faith and allegiance to the U.S. Constitution, the service, your unit, and other soldiers.

(2) **Duty:** Fulfill your obligations.

(3) **Respect:** Treat people as they should be treated (with special emphases on the Army Sexual Harassment Assault Response and Prevention Program (SHARP), and Equal Opportunity Program).

(4) **Selfless Service:** Put the welfare of the nation, the service, and your subordinates before your own.

(5) **Honor:** Live up to all the Soldier values.

(6) **Integrity:** Do what's right, legally and morally.

(7) **Personal Courage:** Face fear, danger, or adversity (physical or moral).

b. Ethics. Core teachings are (1) Public service is a public trust; (2) Satisfy your moral, legal, and financial obligations; (3) Shun and disclose waste, fraud and abuse; (4) Protect and conserve government property and do not use it for unauthorized (especially personal) uses; and, (5) Avoid even the appearance of impropriety.

c. Leadership Traits. The 14 leadership traits are:

(1) **Justice.** Giving reward and punishment according to the merits of the case in question. The ability to administer a system of rewards and punishments impartially and consistently.

(2) **Judgement.** The ability to weigh facts and possible courses of action in order to make sound decisions.

(3) **Decisiveness.** Ability to make decisions promptly and to announce them in a clear, forceful manner.

(4) **Initiative.** Taking action in the absence of orders.

(5) **Dependability.** The certainty of proper performance of duty.

(6) **Tact.** The ability to deal with others without creating hostility.

(7) **Integrity.** Uprightness of character and soundness of moral principles. The quality of truthfulness and honesty.

(8) **Enthusiasm.** The display of sincere interest and exuberance in the performance of duty

(9) **Bearing.** Creating a favorable impression in carriage, appearance, and personal conduct at all times.

(10) **Unselfishness.** Avoidance of providing for one's own comfort and personal advancement at the expense of others.

(11) **Courage.** A mental quality that recognizes fear of danger or criticism, but enables a Soldier to proceed in the face of it with calmness and firmness.

(12) **Knowledge.** Understanding of a science or an art. The range of one's information, including professional knowledge and an understanding of your Soldiers.

(13) **Loyalty.** The quality of faithfulness to country, the VDF, and unit, and to one's seniors, subordinates, and peers.

(14) **Endurance.** The mental and physical stamina measured by the ability to withstand pain, fatigue, stress, and hardship.

d. Leadership Principles. The 11 leadership principles are:

(1) **Know yourself and seek self-improvement.** Evaluate yourself by using the leadership traits and determine your strengths and weaknesses.

(2) **Be technically and tactically proficient.** A person who knows their job thoroughly and possesses a wide field of knowledge. Before you can lead, you must be able to do the job. Tactical and technical competence can be learned from books and from on the job training.

(3) **Know Your People and Look Out for Their Welfare.** This is one of the most important of the leadership principles. A leader must make a conscientious effort to observe his Soldiers and how they react to different situations. A Soldier who is nervous and lacks self-confidence should never be put in a situation where an important decision must be made. This knowledge will enable you as the leader to determine when close supervision is required.

(4) **Keep Your Personnel Informed.** To promote efficiency and morale, a leader should inform the Soldiers in his unit of all happenings and give reasons why things are to be done. Informing your Soldiers of the situation makes them feel that they are a part of the team and not just a cog in a wheel. The key to giving out information is to be sure that the Soldiers have enough information to do their job intelligently and to inspire their initiative, enthusiasm, loyalty, and convictions.

(5) **Set the Example.** A leader who shows professional competence, courage and integrity sets high personal standards for himself before he can rightfully demand it from others. Your appearance, attitude, physical fitness and personal example are all on display daily for the Soldiers and Sailors in your unit. Remember, your Soldiers and Sailors reflect your image!

(6) **Ensure That the Task Is Understood, Supervised, And Accomplished.** Leaders must give clear, concise orders that cannot be misunderstood, and then by close supervision, ensure that these orders are properly executed. Before you can expect your men to perform, they must know what is expected of them. The most important part of this principle is the accomplishment of the mission.

(7) **Train Your Soldiers as A Team.** Teamwork is the key to successful operations. Teamwork is essential from the smallest unit to the entire VDF. As a leader, you must insist on teamwork from your Soldiers. Train, play and operate as a team. Be sure that each Soldier knows his/her position and responsibilities within the team framework. and hesitation within the unit.

(8) **Make Sound and Timely Decisions.** The leader must be able to rapidly estimate a situation and make a sound decision based on that estimation. Hesitation or a reluctance to make a decision leads subordinates to lose confidence in your abilities as a leader. Loss of confidence in turn creates confusion and hesitation within the unit.

(9) **Develop A Sense of Responsibility Among Your Subordinates.** Give them the opportunity for professional development. Assigning tasks and delegating authority promotes mutual confidence and respect between leader and subordinates. When you properly delegate authority, you demonstrate faith in your Soldiers and increase authority, and increase their desire for greater responsibilities.

(10) **Employ Your Command Within its Capabilities.** A leader must have a thorough knowledge of the tactical and technical capabilities of the command. Successful completion of a task depends upon how well you know your unit's capabilities. If the task assigned is one that your unit has not been trained to do, failure is very likely to occur. Failures lower your unit's morale and self-esteem. Seek out challenging tasks for your unit, but be sure that your unit is prepared for and has the ability to successfully complete the mission.

(11) **Seek Responsibilities and Take Responsibility.** For professional development, you must actively seek out challenging assignments. You must use initiative and sound judgment when trying to accomplish jobs that are required by your grade. Seeking responsibilities also means that you take responsibility for your actions. Regardless of the actions of your subordinates, the responsibility for decisions and their application falls on you.

4-4. Home Unit/Station Mentoring and Billets. The OCs' senior leaders will play a central role in the LP at the home unit/station. In fact, the LP utterly depends on senior leadership support and engagement. The home station leadership must assist the OCS generally and TAC Officers specifically to make this a quality experience for each OC. While the OCS staff will teach the above courses and keep in touch with your OCs throughout the academic year, the home station leadership will have a much better opportunity to influence and evaluate the OCs' progress in leadership learning. Senior Leaders should mentor their own OCs and assign other mentors, with the goal that the mentors share their leadership experience and lessons in the context especially of the above core leadership knowledge.

a. OCs should be rotated through leadership and staff billets with mentor oversight, so they can understand how the organization runs and should be led. OCs should also be given the opportunity to inspect formations, march troops and conduct other confidence-building exercises throughout the academic year.

b. OCs should be evaluated on the **Appendix B** form each OCS Phase. OCS TAC Officers will stay in contact with the OC's senior leader to collect the evaluations and discuss the home station organizational evaluator's insights in greater depth.

4-5. Leadership Assessment. Trained assessors who are familiar with the target-level position (performance expected of a second lieutenant) conduct the assessment of leadership performance using leadership actions, skills, and attributes as the evaluation tool.

- a. Not all leadership actions, skills, and attributes are evaluated during each leadership performance evaluation.
- b. Cadre are trained in the assessing leadership behavior. Key assessment skills include: (1) Identifying/Observing demonstrated behavior(s); (2) Recording behavior(s); and (3) Classifying behavior(s)
- c. The LP is structured to afford each OC ample opportunity to perform. Performance is the basis for all evaluation. Therefore, all OCs have an equal opportunity to excel. Performance on diagnostic tests, chain of command responsibilities, and individual responsibilities serve as an indication of leadership ability.
- d. Chain of Command Responsibilities. The OCS bases its appraisal of an OC's leadership ability more on performance while in a chain of command than during any other test. In the course of a cycle, OCs are in the home station chain of command in garrison and field environments. Each OC will receive a minimum of three (3) leadership evaluations (one per phase in the first three phases and one final review in the final phase) from his/her home station leadership assignments.

4-6. Assessment Forms. The assessment process involves the OCs and TACs using two forms as described below: (1) Leadership and Developmental (LD) Form; and (2) TAC Counselling Form.

a. Leadership and Developmental (LD) Form. **Appendix B pertains.** The Home station senior leader and chain of command as directed use this form to assess the OC's leadership performance while serving in the chain of command. The OC's Self-Assessment report is part of the LD Form after the chain of command assessor and TAC have completed their review. Finally, the TAC will complete oral counseling with the OC. It is important that raters not inflate marks, but that the assessment be accurate and provide room for growth. OCs receive ratings based on a five-point scale.

(1) The OC is awarded a "5" if s/he did an **outstanding** job and demonstrated attributes, skills and actions that would be expected of a 1LT. The OC demonstrated the ability to operate independently outside of the company and battalion with limited guidance and supervision.

(2) The OC is awarded a "4" if s/he did an **excellent** job and demonstrated the attributes, skills, and actions of a seasoned 2LT. The OC demonstrated the abilities expected of a platoon leader with abilities to operate with minimal guidance within the company.

(3) The OC is awarded a "3" if s/he was **satisfactory** at demonstrating the attributes, skills, and action expected of a 2LT. The OC demonstrated the minimum standard expected of a 2LT.

(4) The OC is awarded a "2" if s/he was **marginal** at demonstrating the attributes, skills and actions expected of a 2LT. The OC is able at times to meet the minimum standard but still acts as an Officer OC the majority of the time.

(5) The OC is awarded a “1” if s/he is **unsatisfactory** (failed to meet the standard) and did not at any time demonstrate the attributes, skills and actions expected of a 2LT.

(6) OC Self-Assessment on LD. The form allows the OC to have an active role in the evaluation process.

(a) The OC completes the LD self-assessment report prior to his/her TAC counseling. The OC summarizes his/her own performance and list his/her strengths and weaknesses (as s/he perceives them and based on chain-of command input, using the Situation, Task, Action, Result (STAR) format.

(b) The OC develops a plan for improvement based on his/her own observations. Self-improvement is a critical ability for an Army officer. The OC’s plan for improvement should be based on careful reflection upon the OC’s own successes and failures; it must identify specific action the OC will take to improve his/her future performance.

(c) The TAC officer does not influence what the OC writes on the Self-Assessment Report. The TAC does use the Self-Assessment to gauge the OC’s self-awareness and ability to critically analyze his/her own performance. The Self-Assessment Report helps the TAC prepare the LD.

b. TAC Evaluation Form (TEF). **Appendix C pertains**. The TACs use this form, using the same rating scale as for the LD Form, to rate an OC’s attributes and performance, on the spot, for very negative or very positive behavior. It places greater emphasis on leadership traits procedures and is primarily for field leadership positions. The TEF carries the same weight as the LD.

Chapter 5 –Uniforms and Insignia

5-1. General.

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

b. OCs wear their uniforms as prescribed in VDFR 670-1, except as promulgated by the OCS OIC.

c. The basic uniform is VDF ACU with patrol cap.

5-2. Insignia. The "O.C.S." insignia will be worn on the uniform jacket in lieu of the OC's former rank. Students serving in leadership positions wear OC leadership insignia. OCS distinctive OC rank will have a black background. OCS will provide the OCS distinctive OC rank.

5-3. Insignia for the Patrol Cap. Place the OCS insignia one (1) inch above the bill of the utility cap, centered on the seam (see figure 5-1-A).



Figure 7-1-A. OCS Insignia for TRU

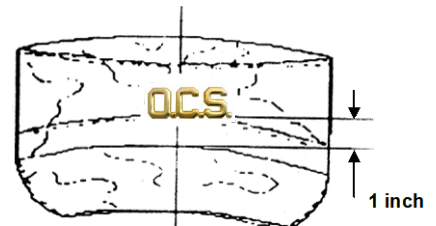


Figure 5-1-A. OCS Insignia for Patrol Cap

5-4. Rank, Grade and Insignia.

OFFICER OC RANK/GRADE/INSIGNIA

RANK	ABBR	GRADE	INSIGNIA
Officer OC	OC	Special	O.C.S.
Warrant Officer OC	WOC	Special	

5-5. Special Instructions. OCs maintain high dress and appearance standards. Their uniforms are properly fitted, clean, serviceable and pressed.

- a. Uniforms are buttoned, zipped and snapped. Metallic devices such as metal insignia, belt buckles and tips are completely subdued and free of scratches and corrosion.
- b. If an Army Dress Blue is worn, it will be properly fitted, medals/badges/ ribbons are serviceable (ribbons are clean and not frayed). Shoes and boots are clean and shoes highly shined.
- c. Officer OCs may wear a wristwatch, a wrist identification bracelet, and not more than two rings (wedding set is considered one ring).
- d. No jewelry, watch chains, or similar items, to include other than black pen tops appear exposed on uniforms.
- e. Females do not wear earrings except when wearing the Army dress blue uniform.
- f. Fad devices, vogue medallions, and personal ornaments are not authorized.
- g. If the OC has a tattoo, it must not be visible while in uniform.

Chapter 6 – Training

6-1. Course Requirements. This course POI consists of four modules, called “Phases.”* Lesson Plans will be separately written for each Phase. The OCs must progress through the Introduction and 27 lessons/written assignments, and practical exercises within the modules, as well as complete the individual leadership billet evaluations, module exams and a final exam. * Learners will receive course credit when they have successfully passed each of the exams with a score of 70% or higher. The OCS XO will track OC progress on the Training Record. **Appendix D pertains.** This course encompasses approximately 50 hours of classroom instruction, 25 hours of exercise time, and is estimated to take 120 hours of time to complete as classroom instruction, Web-based instruction, leadership performance, and homework. OC’s will be referred to the reference list (**Appendix E**) and CG’s Reading List (**Appendix F**) throughout the course.

*Course prerequisites allow the OCs to “hit the ground running.” OCs must provide all required documentation via the OCS Application to confirm OC meets course prerequisites prior to the start of Phase I.

6-2. Phase I (JAN-MAR) Requirements. This Phase begins in January with notice to successful applicants, and initial administrative and reading assignments. The first in-person classes will be in February/March, normally at Ft. Pickett. Phase I is an introduction to the military profession, structure/functions of the United States Military, structure of the Virginia Department of Military Affairs (VDMA), Militia history and law, and introductory courses on soldier leadership, uniforms, and personal appearance. A heavy emphasis is placed on military courtesy, discipline, customs and traditions of the service. Candidate home units will assign the students to a leadership mentor, and evaluate them in the format within **Appendix F**. The following classes and events must be successfully completed prior to the end of the Phase:

II. WHO WE ARE: OCS 100 (class title/type instructor/length)**

10. “VDF 100, Anti-Terrorism and Active Shooter, 2.0 hour (3.0 with mini-exercise)
11. VDF 101, VDMA/VDF Military Structure, Basic Operations & Emergency Response 2.0 hours
12. VDF 102, Soldier Values (Including Ethics/SHARP/EO) 2.0 hours
13. VDF 103, Military Customs and Courtesies 2.0 hours
14. VDF 104, Uniform Wear and Inspection 2.0 hours
15. VDF 105, Drill and Ceremonies (including Formations) 6.0 hours
16. VDF 106, First Aid, 6.0 hours
17. Candidate Inventory and Assessment-- Counselor/0.5 hours

18. Home station leadership, mentoring, and evaluation.

- * POI Training – Must attend or makeup all Phase I POI training.
- * Examinations – Must pass all Phase I exams or retests. Candidate must score 70% or greater on each exam. All exams and retest must be completed prior to the end of Phase I.
- * OCs who have not already done so will be required to begin work on earning the MEMS Basic Badge. See Appendix G.
- * Other written and Internet-based work will be periodically assigned.

b. Phase II (APR-JUN) Requirements. Candidates will complete coursework and training on a variety of topics related to leadership, personnel management, operations/training/safety management, drill and ceremonies, first aid, land navigation, and small unit leadership. In this Phase the candidate is evaluated upon academic ability, writing ability, and overall performance. Candidate home units will assign the students to shadow a leadership or staff position, assign a mentor, and evaluate them in the provided format. **Appendix F pertains.** At the end of this Phase, candidates will participate in a drill and checkpoint meeting with the TAC to determine each candidate's progress in the program and movement into the next OCS phase. The following classes and events must be successfully completed prior to the end of Phase II:

II. WHAT A SOLDIER DOES: OCS 200

1. VDF 200, VDF History 2.0 hours
 9. VDF 201, VDF & Militia Law 2.0 hours
 10. VDF 202, Leadership Traits and Principles 2.0 hours
 11. VDF 203, Small Unit Leadership 4.0 hours
 12. VDF 206, Military Instruction Technique 2.0 hours
 13. VDF 207, Administration & Correspondence 3.0 hours
 14. VDF 208, VDF Command and Staff Actions 4.0 hours (*SOPC*)
 15. Candidate Inventory and Assessment-- Counselor/0.5 hours
 16. Home station leadership billet and case study.
- * POI Training – Must attend or makeup all Phase II POI training.
 - * Examinations – Must pass all Phase II exams or retests. Candidate must score 70% or greater on each exam. All exams and retest must be completed prior to the end of Phase II.

* OCs who have not already done so will be required to begin work on earning the MEMS Basic Badge. See Appendix G.

* Other written and Internet-based work will be periodically assigned.

c. Phase III (JUL-SEP) Requirements. This Phase is a detailed focus on the VDF missions, predominantly being communications, emergency response, and security. OCs will understand mission and leadership responsibilities during a disaster response. The primary focus of this Phase will be preparing for and executing the primary VDF missions as a junior officer. Practical skills such as basic communications, operations, and equipment accountability will be paired with small unit leadership techniques in written assignments and in a seminar format. OC's will exhibit the ability to write an essay and tactical documents. Candidate home units will assign the students to a leadership or staff position, assign a mentor, and evaluate them in the provided format. **Appendix F pertains.** At the end of this Phase, candidates will participate in a drill and checkpoint meeting with the TAC to determine each candidate's progress in the program and movement into the next OCS phase. The following classes and events must be successfully completed prior to the end of Phase III:

III. WHAT VDF DOES: OCS 300

9. VDF 301, CSS & COMs missions 4.0 hours

10. VDF 302, Urban SAR 6.0 hours

11. VDF 303, VDF National Guard Support Teams 4.0 hours (*NGCS Playbook Review*)

12. VDF 304, Logistics 2.0 hours

13. VDF 305, Leading the Small Unit Scenarios 4.0 hours

14. VDF 306, Land Navigation 6.0 hours

15. Candidate Inventory and Assessment-- Counselor/0.5 hours

16. Home station leadership billet and case study.

* POI Training – Must attend or makeup all Phase III POI training.

* Examinations – Must pass all Phase III exams or retests. Candidate must score 70% or greater on each exam. All exams and retest must be completed prior to the end of Phase III.

* OCs should be making strong progress toward the MEMS Basic Badge. See Appendix G.

* Other written and Internet-based work will be periodically assigned.

d. Phase IV (OCT-DEC) Requirements. This Phase is exercise and field focused. Exercises will key on the role of VDF to support the VANG and emergency response agencies, and the development of analytical skills through completing operations orders and executing them. During this Phase,

candidates will complete the requirements for the Basic MEMS qualification badge, which includes completion of seven FEMA courses, participation in a basic MEMS practicum (one of the exercises) and completion of a MEMS practicum report. Candidates should finish the Phase with a clear understanding of the role of an officer and a much broader understanding of the VDF mission. Leadership instruction will continue, capped with discussions of applied leadership. Candidate home units, will assign the students to shadow a leadership or staff position, assign a mentor, and evaluate them in the provided format. **Appendix F pertains.** At the end of this Phase, OCs will be evaluated by the OCS staff and those passed will attend a graduation and commissioning ceremony.

The following classes and events must be successfully completed prior to the end of Phase IV:

IV. PRACTICUM OCS 400

7. VDF 401, Access Control Practical Exercise 4.0 hours (*ABF Study*)
8. VDF 402, Decision & Improvement Brief (OCS CAPSTONE) 4.0 hours
9. VDF 403, Troop Management Leadership Scenarios
10. VDF 404, Soldier Mental Health, (Chaplain) 2.0 hours
11. VDF 405, Candidate Final Assessment
12. Home station leadership billet and mentoring.

* POI Training – Must attend or makeup all Phase IV POI training.

* Examinations – Must pass all Phase IV exams or retests. Candidate must score 70% or greater on each exam. All exams and retest must be completed prior to the end of Phase IV.

* OCs will be required to complete work on earning the MEMS Basic Badge. See Appendix G.

* Other written and Internet-based work will be periodically assigned.

Chapter 7 – Academics

7-1. GENERAL.

- a. All OCs must fully participate in the training programs. The OCS staff and faculty do everything possible to make training meaningful, beneficial and professional. Each OC's academic status is closely monitored. When TAC officers or instructors identify deficiencies, they counsel and / or arrange academic tutoring for the OC.
- b. One of the principal responsibilities of each OC is to study, understand and retain the instruction presented. Study time is made available and it is the OC's responsibility to be properly prepared for each class.
- c. OCs receive a training schedule one month prior to the scheduled training. The training schedule lists dates, times, places, uniform, and materials for periods of instruction.
- d. OCs are responsible for studying the materials directed by the class advance sheets. OCs must understand and demonstrate the performance objectives for all periods of instruction.
- e. The following definitions apply to the academic status of officer OCs:
 - (1) Academically Proficient OC: One who has an academic point average of 70 percent or higher and has successfully completed all required tests.
 - (2) Academically Deficient OC: One who has failed a test.
- f. Tutoring. OCs must demonstrate the initiative to recognize when they do not understand material and approach a TAC Officer to request tutoring. Special training, such as the Leadership Reaction Course, and Confidence Course provide leadership reinforcement.

7-2. Graduation Requirements

- a. OCs must obtain a minimum average overall point score of at least 70%. Examinations are a necessary part of the course to evaluate the OCs' ability to grasp new material and to measure progress.
- b. Each OC must pass all examinations with a minimum score of 70%. OCs are allowed one re-test after an examination failure. If the OC passes the re-test, he / she is given a maximum score of 70%. OCs who miss a test due to an excused absence are authorized a makeup examination that is scored as their first examination. The OCS OIC may, under exceptional circumstances, authorize a second re-test for OCs with significant leadership potential.
- c. OCs must demonstrate an understanding of the fundamentals of military leadership. The OCS OIC may declare those OCs who fail to demonstrate fundamentals of military leadership as non-graduates.

d. OCs must meet the height/weight standards. OCs who exceed height/weight standards during the course will be enrolled in the VDF Weight Control Program. Failure to make satisfactory progress may result in relief and separation. Officer OCs must meet height/weight standards in order to graduate.

Chapter 8 – Core Knowledge

8-1. Requirements. In addition to mastery demonstrated through passing tests keyed to each Phase, OCs will be subject to quizzing of “core knowledge” from each class, and other knowledge as discussed below. Testing on core knowledge prior to being certified for graduation. The following is the list of core knowledge. All OCs must be ready to correctly recite any core knowledge from previous Phases

a. VDF 102, Soldier Values (Including Ethics/VA sexual harassment/EO) – The acronym for (LDRSHIP) and list of Soldier Values, with a topical understanding of each one. Army Values.

(1) Loyalty: Bear true faith and allegiance to the U.S. Constitution, the Army, and other soldiers.

(2) Duty: Fulfill your obligations.

(3) Respect: Treat people as they should be treated.

(4) Selfless-Service: Put the welfare of the nation, the Army and your subordinates before your own.

(5) Honor: Live up to all the Army values.

(6) Integrity: Do what’s right, legally and morally.

(7) Personal Courage: Face fear, danger, or adversity (physical and moral).

b. VDF 103, Customs, and Courtesies – Key customs and courtesies about military traditions and relations between the ranks.

c. Chain of Command. OC is able to define “chain of command” as “A two-way communication channel between subordinates and leaders.

*Orders, policy, information and inquiry GO DOWN

*Information and questions GO UP.

*Keeps all informed GOING UP AND DOWN

*Renders assistance, solves problems GOING UP AND DOWN

*Links in the chain are not jumped, GOING UP AND DOWN

1) Soldier knows his/her Permanent Chain of Command.

OIC in Chief, Governor	
Secretary of Public Safety	
Adjutant General	
OIC VDF	
Company OIC	
Executive Officer	
Command Sergeant Major	

d. OC names, in correct order, all ranks from PV1 to Major General, correctly describing rank insignia and proper verbal addressing of each.

e. OCS Honor Code: An Officer OC will not lie, cheat, or steal, nor tolerate those who do.

f. General Orders.

(1) I will guard everything within the limits of my post and quit my post only when properly relieved.

(2) I will obey my special orders and perform all my duties in a military manner.

(3) I will report violations of my special orders, emergencies and anything not covered in my instructions to the OIC of the Relief.

g. VDF 101, VDMA/VDF Military Structure, Basic Operations & Emergency Response – Department of Defense and Virginia Department of Military Affairs structure, standard unit structure form a fire team to an Army, staff functions for S-1 to S-4, and Special Staff functions.

h. VDF 200, VDF History, and VDF 201:VDF & Militia Law–Basic understanding of the relationship between the VDF and National Guard, and State Military Code sections.

i. VDF 202, Leadership Principals and Traits -- List Leadership Principals and Traits, with a topical understanding of each one. LEADERSHIP DEFINED – *Leadership* is the process of influencing people by providing purpose, direction, and motivation to accomplish the mission and improve the organization (ADP 6-22).

j. VDF 103, Military Customs and Courtesies -- Knowledge of Customs and traditions as typically seen in the U.S. Army and VDF.

k. VDF 104, Wear and Appearance of the Uniform – Basic of uniform wear, maintenance, and inspection.

l. VDF 207, Small Unit Administration & Correspondence – Be able to locate and basically describe what is in the VDF Admin Standard Operating Procedures (SOP).

m. VDF 208, Small Unit Operations, Training & Risk Management – Be able to locate and basically describe what is in the VDF Admin Standard Operating Procedures (SOP).

The Troop Leading Procedures.

- 1) Receive the Mission
- 2) Issue the Warning Order
- 3) Make a Tentative Plan
- 4) Initiate Necessary Troop Movement
- 5) Conduct Reconnaissance
- 6) Complete the Plan
- 7) Issue the Complete Order

8) Supervise

The Estimate of the Situation

- 1) Detailed mission analysis.
- 2) Situation and courses of action.
- 3) Analyze courses of action; wargames.
- 4) Compare courses of action.
- 5) Decision.

The Five-Paragraph Operation Order

TASK ORGANIZATION

- 1) SITUATION
- 2) MISSION
- 3) EXECUTION
- 4) SERVICE SUPPORT (SUSTAINMENT)
- 5) COMMAND AND SIGNAL (COMMAND AND CONTROL)

SALUTE Report

- S - Size
- A - Activity
- L - Location
- U - Uniform
- T - Time

m. Drill and Ceremonies – Be able to demonstrate basic platoon marching commands and formation protocols for award and ceremonies.

n. Leadership, Duties of Small Unit Leaders – Be able to locate small unit leader checklist and explain the reasons for its items.

o. First Aid– Be able to explain the basics of immediate response to minor and major conditions and injuries, both in a training and disaster response situation.

p. Land Navigation – Demonstrate the ability to orient a map to terrain, and to interpret both road and terrain maps.

q. AAR and Decision Memorandums– Be able to locate formats and explain the reasons for format items.

r. ICS, Virginia Department of Military Affairs (VDMA) and Virginia Department of Emergency Management (VDEM) Structure and Process – Be able to basically explain how the VDMA and VDEM organize for emergency response, interact, and handle requests for military assistance.

s. Communication Basics/VDF Communications Mission – be able to use basic radio-telephone procedures and use the phonetic alphabet.

t. Security and Civil Support MOS – Explain the basic risk and operations considerations of security access control, and civil support.

- u. Preparedness and Deployment – Prepare a “go bag,” and explain how to prepare home, and unit for emergency response.
- v. Accountability for Resources – Be able to state basic requirements for equipment accountability.

Chapter 9 – Officer OC Relief, Recycle and Resignation

9-1. Purpose: This chapter prescribes the policies and procedures for the relief or recycle of an OC in the OCS program and provisions for the relief/dismissal of OCs from training.

9-2. Scope: These policies and procedures apply to all OCs in the VDF OCS program during all phases of training.

9-3. Definitions: The VDF OCS program provides official remedies for soldiers who do not meet course requirements, require disciplinary action, or cannot successfully continue OCS training.

a. Relief from current Phase of training. This is the relief / dismissal of an officer OC from the current Phase of training they are in for one of the reasons outlined in this guide or the OCS Course Management Plan. The OC is returned to their home unit of assignment for further action on relief from the OCS program or to be recycled. All work must be satisfactorily made up prior to the end of the next Phase.

b. Relief from OCS Program. This occurs when an OC is relieved / dismissed from the OCS and returns to their unit. The TAC recommends relief from the OCS program to the OCS OIC for concurrence and CG approval. The Home Unit may not re-nominate the former OC absent CG concurrence. The OCS OIC determines the grounds for relief. They may include but are not limited to the following.

(1) Honor Code violations. An OC will not lie, cheat, steal, nor tolerate those who do. A violation of this code will result in a recommendation for relief on the first offense.

(2) Academic failure. Academic failure is defined as a failure to attain 70% on any academic evaluations or the scheduled retest.

(3) Failure to progress. This is an OC who fails to show progress in performance, subjective evaluations, motivation, attitude, aptitude, or conduct. Such progress is less than acceptable and is detrimental to the interest of the other students in the class.

(4) Disciplinary reasons. Failure to cooperate in routine requirements or adhere to course standards of obedience. OCs who receive disciplinary actions are recommended for recycle or relief. OCs committing any offense punishable under applicable laws and / or military regulations are considered for relief under this provision.

(5) Failed leadership evaluations. OCs who fail to display improvement in leadership, and who continue to receive sub-par leadership evaluations must be considered for relief or recycle. OCS Senior TAC who does not feel that an officer OC possesses the leadership skills, attitudes and knowledge to become a successful junior officer must prevent the OC from graduating from Phase I and proceeding to Phase II and must consider the OC for recycle or relief.

(6) Lack of adaptability. An OC who fails to adapt to the stringent environmental conditions of discipline, soldierly habits, teamwork, and mental and physical stress can be considered for relief. An

OC who exhibits behavior contradictory to normally expected behavior can be referred to the OCS Senior TAC for further evaluation prior to a relief recommendation.

(7) Lack of motivation. Lack of motivation is characterized by an OC's failure to exert reasonable effort to succeed, constant malingering, or a personal attitude, which demonstrates little or no desire to complete a course of action or mission.

(8) Falsifying or omitting facts or information. Knowingly falsifying or omitting facts concerning enrollment or commissioning requirements or documents.

(10) Misconduct. Misconduct includes but is not limited to OC / OC or OC / Cadre fraternization; unauthorized alcohol use; integrity compromise first offense; possession, use, sale, or transfer of any narcotic, hallucinogen, controlled substance or narcotics paraphernalia; or conduct that would constitute a violation of applicable laws and / or military regulations.

c. Recycle. Recycle occurs when an OC is relieved/dismissed from the OCS with leave to re-apply. The home unit is responsible for determining if the OC is to be recycled. If the OC is recycled, he/she must start at the beginning of the phase in which they were relieved/dismissed. If the OC is not recycled, he/she will be administratively reduced IAW the provisions specified in a notice letter to be issued. An OC failing to complete all phases within two years will need to reenroll for the entire program and receive written approval from the OCs Regimental OIC.

(1) Reasons for Recycle. The TAC with approval from the OCS OIC determines the grounds for recycle. They may include, but are not limited to the following:

(a) Compassionate or hardship reasons. Health, welfare or financial problems of immediate family members that substantially interfere with successful continuation in the course or causes OCs to miss 12 or more hours of scheduled training.

(b) Disqualifying physical conditions (medical). Inability to complete the course because of poor health or missing training through hospitalization, appointments or duty limitations directed by a medical officer. Physical profiles are administered to prevent soldiers from exercising personal zeal beyond their physical limitations.

(c) Disciplinary reasons. Failure to cooperate in routine requirements or adhere to course standards of obedience. OCs who receive repeated disciplinary actions are recommended for relief. OCs committing any offense punishable by applicable laws and / or military regulations are recommended for relief under this provision.

(d) Failed leadership evaluations. OCs who receive subpar leadership evaluations must be considered for relief or recycle. OCS TAC who do not feel that an officer OC possesses the leadership skills, attitudes, and knowledge to become a successful junior officer must consider the OC for recycle or relief.

(e) Failure to progress. Defines an OC who shows marginal progress in performance, leadership evaluations, demonstrated motivation, attitude, aptitude, and conduct when compared to OC's peers.

(f) Failure to meet graduation requirements.

d. Resignation. Resignation occurs when an OC resolves to leave OCS training, submits this request in writing, and is granted this request by the OCS OIC. The OC may be re-nominated for a future OCS.

9-4. Approval Authority. OCS will follow the below steps for relief and recycle.

a. The OCS TACs have the authority to temporarily relieve soldiers from training if the OC fails to meet standards until a final determination is made by the OCS OIC. The TAC may remove OCs from POI training before final disposition if they determine that the OC's presence constitutes a significant training distracter for other OCs or constitutes a safety hazard to other OCs or cadre.

b. The authority to relieve or recycle a soldier from the OCS program resides with the CG. If the decision to relieve an OC is made, the OCS OIC must determine if the OC is to be relieved with prejudice or without prejudice.

(1) Relief without prejudice. Disenrollment for illness, injury, or other reasons beyond the control of the individual will be made without prejudice. This type of relief allows the soldier the option of reapplying for a future class enrollment.

(2) Relief with prejudice. Occurs when in the opinion of the approval authority the OC should be removed from the OCS program without the option to reapply for a future class enrollment. This is normally reserved for serious, involuntary reasons for relief.

9-5. Removing OCs from POI Training. If a disenrollment recommendation is made to the OCS OIC, the OC will continue to attend all POI training until final disposition on relief, recycle or appeal is determined. If the OC is temporarily removed from the POI training but is then re-instated, the OCS must provide the OC with all missed/make-up training.

9-6. Procedures for Relief or Recycle

a. Recommendation Responsibilities

(1) TAC Officer. Absent significant misconduct the OC must first be counseled in writing (VDF Form 4856) that s/he is in jeopardy of being relieved or recycled. The counseling must contain the areas in which the OC must improve, or actions that the OC must discontinue in order to maintain enrollment in the current class, along with a specified amount of time they have to complete the corrective action. If the OC does not improve or does not discontinue actions as directed, the TAC Officer must counsel the OC a second time in writing (VDF Form 4856) recommending him/her for relief or recycle. At this second counseling session, the TAC Officer informs the OC of their appeal rights to the OCS OIC. This evidence is included in the OC's record along with counseling forms concerning the recycle or relief. The TAC Officer then presents the OCS OIC with complete documentation and evidence concerning all efforts made on the OC's behalf.

(2) OCS OIC. The OIC reviews the packet along with the OC's records, receives input from the TACs and the OC's Home Station chain of command, and interviews the OC. The OIC can concur or non-concur with the recommendation or take other action as appropriate. The OIC will record his/her recommendation in Part IV of the VDF Form 4856.

b. Misconduct OCs disenrolled for misconduct may be barred from reenlistment in accordance with VDF 600-10. The Virginia Code for Military Justice (VCMJ) applies to VDF soldiers. Accordingly, the OCS OIC will forward a VDF soldier's case to the Virginia Defense Force Commanding General for appropriate disposition.

c. Sub-standard Performance. OCs disenrolled for lack of motivation, academic deficiency or failure to maintain physical fitness or height and weight standards will be recorded a VDF Form 785 (Record of Disenrollment for Officer OC – Type Training). The OCS OIC will determine and record whether that the student will be eligible to re-enroll.

d. OCs disenrolled for illness, injury, compassionate transfer or other reasons beyond the control of the individual will be made without prejudice. The OCS OIC will prepare a VDF Form 785 (Record of Disenrollment for Officer OC – Type Training) to the OC's TAC stating the reason for termination and that the student will be eligible to re-enroll as soon as conditions that led to disenrollment no longer exist.

e. Final Disposition. The OC packet and recommendation for recycle or relief is forwarded to the CG for disposition

f. Records. The OCS OIC will ensure student records are complete and audit trails are maintained for all personnel actions. Records for an OC being relieved are maintained for 5 years with a VDF Form 785, (Record of Disenrollment from Officer OC Type Training) at VDF HQ and then destroyed. Recycled OC's records are maintained on file until the OC resumes training at the start of the Phase which previously dropped. The OC record then again becomes the OC's active record. All documents concerning the recycle are maintained in the OC's record.

9-7. OC Resignations. A resignation in lieu of relief is processed as a relief. Otherwise, every effort must be made by the VDF OCS cadre to counsel and advise an individual toward the successful completion of OCS. In cases where these efforts do not prevent an officer OC from requesting resignation the following procedures are followed.

(1) The officer OC must submit their request for resignation from the VDF OCS program in writing to the cadre chain of command.

(2) The TAC Officer counsels the OC on a VDF Form 4856 detailing the procedure for and the consequences of resignation. The TAC Officer also submits written comments on the OC's potential to the OCS OIC, along with the OC's written resignation and complete OC record.

(3) The OCS OIC interviews the OC, counsels the OC on the consequences of his / her resignation and accepts the OCs resignation if the OC is determined to resign from the VDF OCS program. The final decision of the OCS OIC is recorded on a VDF Form 4856 Part IV initiated by the OCS Senior TAC.

(4) After the OCS OIC accepts the officer OC's resignation, the OC is removed from training. The TAC completes the end of course summary and place it in the OC record.

(5) Records are maintained on file at the home unit on all officer OCs who resign. These records include the completed end of course summary on the officer OC.

(6) Withdrawing a resignation. If the OC elects to withdraw the resignation before it is forwarded to the OCS OIC, the documents are retained in the OC record with the VDF Form 4856 Part IV completed by the Senior TAC explaining the OC's decision.

9-8. OC Rights. The following procedures apply in cases where relief/dismissal is considered for motivational, disciplinary, or academic reasons:

a. The TAC Officer will notify the student in writing of the proposed action, the basis for the action, the consequences of disenrollment, and the right to appeal. The TAC Officer will advise the student that they will acknowledge by written endorsement within two duty days receipt of the written notification of dismissal action. The endorsement must indicate whether or not the student intends to appeal the dismissal action. The TAC Officer will advise the student that any appeal must be submitted within seven duty days after receipt of the written notification of the dismissal action by the OCS OIC. Appeals will be submitted to the OCS OIC, who will review the Appeal, make a recommendation, and forward the Appeal to the VDF Judge Advocate General (JAG). Absent serious misconduct, OCs who elect to appeal will remain actively enrolled in the course pending disposition of their appeals.

b. Appeal Packets consist of the appeal consideration memorandum and at a minimum, the following attachments, if applicable. (1) 3rd party statements; ((2) statements from the chain of command; and (3) other official documents or evidence.

c. OCs are counseled that resignation is an option, but it voids any appellate rights and that it may not necessarily better their chances of returning to OCS.

d. Appeals will be forwarded to the VDF JAG to determine legal sufficiency of the dismissal decision. All appellate actions will become part of the student's case file. The CG will make the final decision on dismissals after considering the supporting VDF JAG recommendation.

e. If the OC's appeal is successful, they can continue participating in the OCS program. If the OC had been removed from training, they must be provided a fair opportunity to make up the missed training. The OCS Senior TAC and the appropriate instructor(s) will coordinate the missed training.

f. If the OC loses the appeal they will be relieved from training, out processed per the local SOP and returned to their unit for further disposition.

g. Relief/disenrollment paperwork will be maintained by the VDF HQ for five years and then destroyed.

OCSG APPENDIX A

OFFICER OC SCHOOL CHAIN OF COMMAND

THE GOVERNOR OF VIRGINIA

THE ADJUTANT GENERAL, VIRGINIA MILITARY FORCES

Rank/Name: _____

VIRGINIA DEFENSE FORCE COMMANDING GENERAL

Rank/Name: _____

OCS OIC: Rank/Name: _____

OCS EXECUTIVE OFFICER: Rank/Name: _____

OCS SENIOR TAC OFFICER: Rank/Name: _____

SENIOR TAC NCO: Rank/Name: _____

OCS FIRST SERGEANT: Rank/Name: _____

TAC OFFICER PHASE I:

Rank/Name: _____

TAC OFFICER PHASE II:

Rank/Name: _____

TAC NCO PHASE I:

Rank/Name: _____

TAC NCO PHASE II:

Rank/Name: _____

OCSG APPENDIX B

LEADERSHIP AND DEVELOPMENTAL COUNSELING FORM

SCORE: 0 = Not Observed, 5=Outstanding; 4= Excellent; 3= Satisfactory; 2= Needs Improvement; 4 = Unsatisfactory

Student name, OC or WOC. and contact number/email:

Evaluator name, Rank, and contact number/email:

TAC name, Rank, and contact number/email:

Period and billet observed:

Academic Aptitude (scaled 1-5, with 5 being strongest):

Leadership Aptitude (scaled 1-5, with 5 being strongest):

Appearance/Physical Fitness (scaled 1-5, with 5 being strongest):

Explanation for rating above follows (evaluator will share with TAC prior to discussing with student):

BILLET DUTIES DESCRIPTION:

STRENGTHS:

WEAKNESSES:

DEVELOPMENTAL COUNSELING PLAN OF ACTION:

SENIOR LEADER MENTORING SYNOPSIS:

OC PLAN OF ACTION: ADDITIONAL COMMENTS:

I, _____, acknowledge that I received formal counseling on my performance and understand the evaluation. I have discussed the recommendations for development with my TAC/Senior leader and the plan of action indicated above.

OC signature

Date:

Evaluator signature

Date:

TAC signature:

Date:

OCSG APPENDIX C

TAC EVALUATION FORM

OC EVALUATED: _____

EVALUATION PERIOD: _____

OBSERVATION SCENARIO:

DESCRIBE OC MISSION/ACTIVITY:

OFFICER CANDIDATE OBSERVATION1

SCORE: 0 = Not Observed, 5=Outstanding; 4= Excellent; 3= Satisfactory; 2= Needs Improvement; 4 = Unsatisfactory

		Score	Comments (required for all observed areas)
1	Leadership		
2	Knowledge		
3	Judgement.		
4	Decisiveness.		
5	Initiative		
6	Dependability		
7	Tact		
8	Integrity		
9	Enthusiasm		
10	Bearing/Appearance		
11	Unselfishness		
12	Other (specify)		
	Total Score		
	Total Number of Areas Observed		

	Average Score of Areas Observed		
--	----------------------------------------	--	--

OC PLAN OF ACTION/ADDITIONAL COMMENTS:

I, _____, acknowledge that I received formal counseling on my performance and understand the evaluation. I have discussed the recommendations for development with my TAC/Senior leader and the plan of action indicated above.

OC signature

Date:

TAC signature:

Date:

OCSG APPENDIX D

OCS TRAINING RECORD

OCS PREREQUISITE COURSEWORK

FEMA/VDF #	COURSE	DATE COMPLETED
Orient	VDF Orientation and IIA Training Courses	
LVL IIA	Initial Entry Trainer (non-prior service)VDF Level II-A Training Course	
IS-100	Introduction to Incident Command, ICS 100	
IS-200	ICS for Single Resources and Initial Action Incident	
IS-700	National Incident Management System (NIMS) An Introduction	
IS-800	National Response Framework, An Introduction	

OCS COURSEWORK

FEMA #	FEMA Professional Development Series	DATE COMPLETED
IS-120.a	An Introduction to Exercises	
IS-2200	EOC Operations	
FEMA #	MEMS COURSEWORK (The courses below are in addition to IS-100; IS-200; IS-700 and IS-800)	
IS-775	EOC Management and Operations	
IS-907	Active Shooter	
IS-915	Protecting Critical Infrastructures Against Insider Threats	
IS-906	Workplace Violence Awareness	
IS-75	Military Resources in Emergency Management	
SGAUS	COURSE	
WBC	Warrant Basic Course (for WOs)	
WAC	Warrant Advanced Course (for WOs) (optional)	
OBC	Officer Basic Course (for OCs)	
OAC	Officer Advanced Course (for OCs) (optional)	

PHASE	COUNSELING RECORD	DATE COMPLETED

OCSG APPENDIX E

COMMANDING GENERALS'S READING LIST

The Constitution of the United States / Available at
<http://uscode.house.gov/pdf/Organic%20Laws/const.pdf>

The Constitution of Virginia / Available at <http://hodcap.state.va.us/publications/Constitution-01-13.pdf>

Army Leadership (ADRP 6-22): http://www.chapnet.army.mil/pdf/ADRP%206_22_new.pdf

Leadership Counseling (QM3515):
<http://www.armycounselingonline.com/download/Leadership%20Counseling.pdf>

Effective Writing for Army Leaders Department of the Army Pamphlet 600-67:
<http://www.armywriter.com/DAP600-67.pdf>

Map Reading and Land Navigation: http://www.uvm.edu/~goldbar/FM3_25.26.pdf

Drill and Ceremonies FM 3-21.5: www.usarmyband.com/pdf/FM_3_21_5.pdf

Leader's Guide to After Action Review US Army 710:
<http://www.jackson.army.mil/sites/leaderdevelopment/docs/710>

How to write a Critical Book Review: <http://writingcenter.unc.edu/handouts/book-reviews/>

Small Unit Leadership: A Commonsense Approach, Dandridge M. Malone 1983. ISBN 0891411739:
http://www.amazon.com/Small-Unit-Leadership-Commonsense-Approach/dp/0891411739/ref=sr_1_1?ie=UTF8&qid=1378745678&sr=8-1&keywords=small+unit+leadership

Acts of God: The Unnatural History of Natural Disaster in America, second edition. 2006 Ted Steinberg: ISBN: 0195309685: <http://www.amazon.com/Acts-God-Unnatural-History-Disaster/dp/0195309685>

Disaster Response and Homeland Security: What Works, What Doesn't, 2008 James Miskel: ISBN: 0804759723: <http://www.amazon.com/Disaster-Response-Homeland-Security-Stanford/dp/0804759723>

The Defence of Duffer's Drift by Ernest Dunlop Swinton:
<http://www.benning.army.mil/infantry/199th/ocs/content/pdf/The%20Defence%20of%20Duffers%20Drift.pdf>

Hurricane Sandy: <http://www.fema.gov/hurricane-sandy-timeline>

Hurricane Sandy After-Action Report:
http://www.nyc.gov/html/recovery/downloads/pdf/sandy_aar_5.2.13.pdf

OCSG APPENDIX F

REFERENCES

The Army Officers Guide

Title 10 United States Code (as amended)

DOD Directive 5100.1, “Functions of the Department of Defense and Its Major Components”

DOD Directive 5158.1, “Organization of the Joint Chiefs of Staff and Relationships with the Office of the Secretary of Defense”

Organization of the Joint Chiefs of Staff, Action Officer Orientation Handbook

Joint Admin Pub 1.1, *Organization and Functions of the Joint Staff*

FM 3-1 Operations

FM 3-21.5 Drill and Ceremonies : www.usarmyband.com/pdf/FM_3_21_5.pdf

FM 6-22 Army Leadership

FM 21-15 Care and Use of Individual Clothing and Equipment

FM 21-15 Topographic Symbols

FM 21-26 Map Reading

FM 22-101 Leadership Counseling

FM 25-2 Unit Training Management

FM 101-5 Staff Organization and Operations

ADRP 6-22 Army Leadership

AR 25-50 Army Correspondence

AR 600-20 Army Command Policy

AR 600-25 Salutes, Honors, Visits of Courtesy

AR 670-1 Wear and Appearance of Army Uniforms

Army Pamphlet 600-67 Effective Writing for Army Leaders Department of the:
<http://www.armywriter.com/DAP600-67.pdf>

Virginia Defense Force State Code Title 44

All VDF Regulations: <http://vdf.virginia.gov/vdfresources/vdfregulations/>

Leader's Guide to After Action Review US Army 710:

Platoon Leader: <http://platoonleader.army.mil/>

Army Writing Reference Center: <http://www.armywriter.com/army-writing-references.htm>

Center for Army Lessons Learned: <http://usacac.army.mil/cac2/call/index.asp>

Army Staff Ride: <http://www.history.army.mil/srides.html>

Virginia Emergency Operations Center: <http://www.vaemergency.gov>

FEMA Emergency Management Institute: <http://training.fema.gov/IS/crslist.asp>

Introduction to Technical Writing: <http://www.youtube.com/watch?v=kmpzzGebHng>

Technical Writing – General Instruction: <http://www.youtube.com/watch?v=Hxz6-m9vxdg>

Technical Writing Definition Rules: <http://www.youtube.com/watch?v=bws5BMVPjY4>

MEMS Academy Student Handbook:

<http://www.sgaus.org/docs/MEMS%20Student%20Manual%202013a.pdf>

Appendix F Leadership Program

VIRGINIA DEFENSE FORCE
DEPARTMENT OF MILITARY AFFAIRS
COMMONWEALTH OF VIRGINIA
5001 Waller Road
Richmond, VA, 23230

DATE

HQVDF

MEMORANDUM FOR: VDF Regimental Commanders and Headquarters, VDF Special and
General Staff Leaders

SUBJECT: Officer Candidate School Leadership Program

1. PURPOSE: As you know, the Commanding General (CG) directed that a Virginia Defense Force (VDF) Officer Candidate School (OCS) be convened. The application period was announced and closed; the OCS Review Board recommended applicants based on applicant senior leader recommendations and package review; the CG made the selections; and Officer/Warrant Officer Candidate (generically “OCs”) candidates were notified of their successful applications. The OCs have been informed of course preparation requirements. This Memorandum informs each OC’s senior leader of their part in the LP.

2. GENERAL: The primary OCS mission is to develop the leadership and professional skills of each qualified candidate to prepare him or her for appointment as a VDF Second Lieutenant or Warrant Officer capable of leading VDF troops to execute all VDF missions and tasks. Candidates were selected by their respective commanders or their Headquarters VDF staff leaders based on both observed leadership ability in the enlisted ranks and overall leadership potential. The CG sees the LP as the most key part of the OCS curriculum to develop our force. The most important LP players are you, the senior leader, and your chain of leadership. You collectively must ensure the candidate is prepared to lead our troops in the years ahead. The core leadership class schedule, knowledge, and “home station” part in the LP is discussed below.

3. LEADERSHIP PROGRAM ELEMENTS: The LP curriculum elements are:

- a. VDF 102, Soldier Values (Including Ethics/SHARP/EO)
- b. VDF 202, Leadership Principals and Traits
- c. VDF 203, Small Unit Leadership
- e. VDF 305, Leading the Small Unit Scenarios – Break Outs with Senior Leaders
- f. Military Biography Report Reviews (adapt to Decision Paper in Memo For format)
- g. Home Station senior leader mentoring

h. Rotating home station leadership billets and case study based on the **enclosure (1)** CG Reading List.

4. CORE KNOWLEDGE: The LP core knowledge is simple and will be the key component of teaching and learning. Leadership class instruction is available on request.

a. Soldier Values. The Soldier Values are:

(1) **Loyalty**: Bear true faith and allegiance to the U.S. Constitution, the service, your unit, and other soldiers.

(2) **Duty**: Fulfill your obligations.

(3) **Respect**: Treat people as they should be treated (with special emphases on the Army Sexual Harassment Assault Response and Prevention Program (SHARP), and Equal Opportunity Program).

(4) **Selfless Service**: Put the welfare of the nation, the service, and your subordinates before your own.

(5) **Honor**: Live up to all the Soldier values.

(6) **Integrity**: Do what's right, legally and morally.

(7) **Personal Courage**: Face fear, danger, or adversity (physical or moral).

d. Ethics. Core teachings are (1) Public service is a public trust; (2) Satisfy your moral, legal, and financial obligations; (3) Shun and disclose waste, fraud and abuse; (4) Protect and conserve government property and do not use it for unauthorized (especially personal) uses; and, (5) Avoid even the appearance of impropriety.

e. Leadership Traits. The 14 leadership traits are:

(1) **Justice**. Giving reward and punishment according to the merits of the case in question. The ability to administer a system of rewards and punishments impartially and consistently.

(2) **Judgement**. The ability to weigh facts and possible courses of action in order to make sound decisions.

(3) **Decisiveness**. Ability to make decisions promptly and to announce them in a clear, forceful manner.

(4) **Initiative**. Taking action in the absence of orders.

(5) **Dependability**. The certainty of proper performance of duty.

(6) **Tact**. The ability to deal with others without creating hostility.

(7) **Integrity.** Uprightness of character and soundness of moral principles. The quality of truthfulness and honesty.

(8) **Enthusiasm.** The display of sincere interest and exuberance in the performance of duty

(9) **Bearing.** Creating a favorable impression in carriage, appearance, and personal conduct at all times.

(10) **Unselfishness.** Avoidance of providing for one's own comfort and personal advancement at the expense of others.

(11) **Courage.** A mental quality that recognizes fear of danger or criticism, but enables a Soldier to proceed in the face of it with calmness and firmness.

(12) **Knowledge.** Understanding of a science or an art. The range of one's information, including professional knowledge and an understanding of your Soldiers.

(13) **Loyalty.** The quality of faithfulness to country, the VDF, and unit, and to one's seniors, subordinates, and peers.

(14) **Endurance.** The mental and physical stamina measured by the ability to withstand pain, fatigue, stress, and hardship.

d. Leadership Principles. The 11 leadership principles are:

(1) **Know yourself and seek self-improvement.** Evaluate yourself by using the leadership traits and determine your strengths and weaknesses.

(2) **Be technically and tactically proficient.** A person who knows their job thoroughly and possesses a wide field of knowledge. Before you can lead, you must be able to do the job. Tactical and technical competence can be learned from books and from on the job training.

(3) **Know Your People and Look Out for Their Welfare.** This is one of the most important of the leadership principles. A leader must make a conscientious effort to observe his Soldiers and how they react to different situations. A Soldier who is nervous and lacks self-confidence should never be put in a situation where an important decision must be made. This knowledge will enable you as the leader to determine when close supervision is required.

(4) **Keep Your Personnel Informed.** To promote efficiency and morale, a leader should inform the Soldiers in his unit of all happenings and give reasons why things are to be done. Informing your Soldiers of the situation makes them feel that they are a part of the team and not just a cog in a wheel. The key to giving out information is to be sure that the Soldiers have enough information to do their job intelligently and to inspire their initiative, enthusiasm, loyalty, and convictions.

(5) **Set the Example.** A leader who shows professional competence, courage and integrity sets high personal standards for himself before he can rightfully demand it from others. Your appearance, attitude, physical fitness and personal example are all on display daily for the Soldiers and Sailors in your unit. Remember, your Soldiers and Sailors reflect your image!

(6) Ensure That the Task Is Understood, Supervised, And Accomplished. Leaders must give clear, concise orders that cannot be misunderstood, and then by close supervision, ensure that these orders are properly executed. Before you can expect your men to perform, they must know what is expected of them. The most important part of this principle is the accomplishment of the mission.

(7) Train Your Soldiers as A Team. Teamwork is the key to successful operations. Teamwork is essential from the smallest unit to the entire VDF. As a leader, you must insist on teamwork from your Soldiers. Train, play and operate as a team. Be sure that each Soldier knows his/her position and responsibilities within the team framework. and hesitation within the unit.

(8) Make Sound and Timely Decisions. The leader must be able to rapidly estimate a situation and make a sound decision based on that estimation. Hesitation or a reluctance to make a decision leads subordinates to lose confidence in your abilities as a leader. Loss of confidence in turn creates confusion and hesitation within the unit.

(9) Develop A Sense of Responsibility Among Your Subordinates. Give them the opportunity for professional development. Assigning tasks and delegating authority promotes mutual confidence and respect between leader and subordinates. When you properly delegate authority, you demonstrate faith in your Soldiers and increase authority, and increase their desire for greater responsibilities.

(10) Employ Your Command Within its Capabilities. A leader must have a thorough knowledge of the tactical and technical capabilities of the command. Successful completion of a task depends upon how well you know your unit's capabilities. If the task assigned is one that your unit has not been trained to do, failure is very likely to occur. Failures lower your unit's morale and self-esteem. Seek out challenging tasks for your unit but be sure that your unit is prepared for and has the ability to successfully complete the mission.

(11) Seek Responsibilities and Take Responsibility. For professional development, you must actively seek out challenging assignments. You must use initiative and sound judgment when trying to accomplish jobs that are required by your grade. Seeking responsibilities also means that you take responsibility for your actions. Regardless of the actions of your subordinates, the responsibility for decisions and their application falls on you.

4. HOME STATION MENTORING AND BILLETS: The OCs' senior leaders will play a central role in the LP at the home station. While the OCS staff will teach the above courses and keep in touch with your OCs throughout the academic year, your organization will have a much better opportunity to influence and evaluate the OCs' progress in leadership learning.

a. Senior Leaders should mentor their own OCs and assign other mentors, with the goal that the mentors share their leadership experience and lessons in the context especially of the above core leadership knowledge.

b. OCs should be rotated through leadership and staff billets with mentor oversight, so they can understand how the organization runs and should be led. OCs should also be given the opportunity to inspect formations, march troops and conduct other confidence-building exercises throughout the academic year.

c. OCs should be evaluated on the **enclosure (2)** at least twice or more often as the senior leader sees fit from each OCS Phase. OCS TAC Officers will stay in contact with your designated leader to collect the evaluations and discuss your organization's insights in greater depth.

5. The LP utterly depends on senior leadership support and engagement. Please assist the OCS generally and TAC Officers specifically to make this a quality experience for your OCs. Questions may be directed to the OCS OIC at [telephone and email].

/S/

Encl: 1. Leadership Counselling Form
2. CG Reading List

INITIALS, NAME (ALL CAPS)
RANK (VA)
OCS CMDT

COMMANDING GENERALS'S READING LIST

The Constitution of the United States / Available at
<http://uscode.house.gov/pdf/Organic%20Laws/const.pdf>

The Constitution of Virginia / Available at <http://hodcap.state.va.us/publications/Constitution-01-13.pdf>

Army Leadership (ADRP 6-22): http://www.chapnet.army.mil/pdf/ADRP%206_22_new.pdf

Leadership Counseling (QM3515):
<http://www.armycounselingonline.com/download/Leadership%20Counseling.pdf>

Effective Writing for Army Leaders Department of the Army Pamphlet 600-67:
<http://www.armywriter.com/DAP600-67.pdf>

Map Reading and Land Navigation: http://www.uvm.edu/~goldbar/FM3_25.26.pdf

Drill and Ceremonies FM 3-21.5: www.usarmyband.com/pdf/FM_3_21_5.pdf

Leader's Guide to After Action Review US Army 710:
<http://www.jackson.army.mil/sites/leaderdevelopment/docs/710>

How to write a Critical Book Review: <http://writingcenter.unc.edu/handouts/book-reviews/>

Small Unit Leadership: A Commonsense Approach, Dandridge M. Malone 1983. ISBN 0891411739:
http://www.amazon.com/Small-Unit-Leadership-Commonsense-Approach/dp/0891411739/ref=sr_1_1?ie=UTF8&qid=1378745678&sr=8-1&keywords=small+unit+leadership

Acts of God: The Unnatural History of Natural Disaster in America, second edition. 2006 Ted Steinberg: ISBN: 0195309685: <http://www.amazon.com/Acts-God-Unnatural-History-Disaster/dp/0195309685>

Disaster Response and Homeland Security: What Works, What Doesn't, 2008 James Miskel. ISBN: 0804759723: <http://www.amazon.com/Disaster-Response-Homeland-Security-Stanford/dp/0804759723>

The Defence of Duffer's Drift by Ernest Dunlop Swinton:
<http://www.benning.army.mil/infantry/199th/ocs/content/pdf/The%20Defence%20of%20Duffers%20Drift.pdf>

Hurricane Sandy: <http://www.fema.gov/hurricane-sandy-timeline>

Hurricane Sandy AAR: http://www.nyc.gov/html/recovery/downloads/pdf/sandy_aar_5.2.13.pdf

Enclosure 1.

LEADERSHIP AND DEVELOPMENTAL COUNSELING FORM

Student name, OC or WOC. and contact number/email:

Evaluator name, Rank, and contact number/email:

TAC name, Rank, and contact number/email:

Period and billet observed:

Academic Aptitude (scaled 1-5, with 5 being strongest):

Leadership Aptitude (scaled 1-5, with 5 being strongest):

Appearance/Physical Fitness (scaled 1-5, with 5 being strongest):

Explanation for rating above follows (evaluator will share with TAC prior to discussing with student):

BILLET DUTIES DESCRIPTION:

STRENGTHS:

WEAKNESSES:

DEVELOPMENTAL COUNSELING PLAN OF ACTION:

SENIOR LEADER MENTORING SYNOPSIS:

OC PLAN OF ACTION: ADDITIONAL COMMENTS:

I, _____, acknowledge that I received formal counseling on my performance and understand the evaluation. I have discussed the recommendations for development with my TAC/Senior leader and the plan of action indicated above.

OC signature

Date:

Evaluator signature

Date:

TAC signature:

Date:

Enclosure 2.

(1) The OC is awarded a “5” if s/he did an **outstanding** job and demonstrated attributes, skills and actions that would be expected of a 1LT. The OC demonstrated the ability to operate independently outside of the company and battalion with limited guidance and supervision.

(2) The OC is awarded a “4” if s/he did an **excellent** job and demonstrated the attributes, skills, and actions of a seasoned 2LT. The OC demonstrated the abilities expected of a platoon leader with abilities to operate with minimal guidance within the company.

(3) The OC is awarded a “3” if s/he was **satisfactory** at demonstrating the attributes, skills, and action expected of a 2LT. The OC demonstrated the minimum standard expected of a 2LT.

(4) The OC is awarded a “2” if s/he was **marginal** at demonstrating the attributes, skills and actions expected of a 2LT. The OC is able at times to meet the minimum standard but still acts as an Officer OC the majority of the time.

(5) The OC is awarded a “1” if s/he is **unsatisfactory** (failed to meet the standard) and did not at any time demonstrate the attributes, skills and actions expected of a 2LT.

(6) OC Self-Assessment on LD. The form allows the OC to have an active role in the evaluation process.

(a) The OC completes the LD self-assessment report prior to his/her TAC counseling. The OC summarizes his/her own performance and list his/her strengths and weaknesses (as s/he perceives them and based on chain-of command input, using the Situation, Task, Action, Result (STAR) format.

(b) The OC develops a plan for improvement based on his/her own observations. Self-improvement is a critical ability for an Army officer. The OC’s plan for improvement should be based on careful reflection upon the OC’s own successes and failures; it must identify specific action the OC will take to improve his/her future performance.

(c) The TAC officer does not influence what the OC writes on the Self-Assessment Report. The TAC does use the Self-Assessment to gauge the OC’s self-awareness and ability to critically analyze his/her own performance. The Self-Assessment Report helps the TAC prepare the LD. positive behavior. It places greater emphasis on leadership traits procedures and is primarily for field leadership positions. The TEF carries the same weight as the LD.

Appendix G
STUDENT PROGRESS TRACKER

OCS TRAINING RECORD

OCS PREREQUISITE COURSEWORK

FEMA/VDF #	COURSE	DATE COMPLETED
Orient	VDF Orientation and IIA Training Courses	
LVL IIA	Initial Entry Trainer (non-prior service)VDF Level II-A Training Course	
IS-100	Introduction to Incident Command, ICS 100	
IS-200	ICS for Single Resources and Initial Action Incident	
IS-700	National Incident Management System (NIMS) An Introduction	
IS-800	National Response Framework, An Introduction	

OCS COURSEWORK

FEMA #	FEMA Professional Development Series	DATE COMPLETED
IS-120.a	An Introduction to Exercises	
IS-2200	EOC Operations	
FEMA #	MEMS COURSEWORK (The courses below are in addition to IS-100; IS-200; IS-700 and IS-800)	
IS-775	EOC Management and Operations	
IS-907	Active Shooter	
IS-915	Protecting Critical Infrastructures Against Insider Threats	
IS-906	Workplace Violence Awareness	
IS-75	Military Resources in Emergency Management	
SGAUS	COURSE	
WBC	Warrant Basic Course (for WOs)	
WAC	Warrant Advanced Course (for WOs) (optional)	
OBC	Officer Basic Course (for OCs)	
OAC	Officer Advanced Course (for OCs) (optional)	

PHASE	COUNSELING RECORD	DATE COMPLETED

TAC EVALUATION FORM

OC EVALUATED: _____

EVALUATION PERIOD: _____

OBSERVATION SCENARIO:

DESCRIBE OC MISSION/ACTIVITY:

OFFICER CANDIDATE OBSERVATION1

SCORE: 0 = Not Observed, 5=Outstanding; 4= Excellent; 3= Satisfactory; 2= Needs Improvement; 4 = Unsatisfactory

		Score	Comments (required for all observed areas)
1	Leadership		
2	Knowledge		
3	Judgement.		
4	Decisiveness.		
5	Initiative		
6	Dependability		
7	Tact		
8	Integrity		
9	Enthusiasm		
10	Bearing/Appearance		
11	Unselfishness		
12	Other (specify)		
	Total Score		
	Total Number of Areas Observed		
	Average Score of Areas Observed		

OC PLAN OF ACTION/ADDITIONAL COMMENTS:

I, _____, acknowledge that I received formal counseling on my performance and understand the evaluation. I have discussed the recommendations for development with my TAC/Senior leader and the plan of action indicated above.

OC signature

Date:

TAC signature:

Date:

Appendix H

OC Relief, Recycle and Resignation

Purpose: This prescribes the policies and procedures for the relief or recycle of an OC in the OCS program and provisions for the relief/dismissal of OCs from training. These policies and procedures apply to all OCs in the VDF OCS program during all phases of training.

Definitions: The VDF OCS program provides official remedies for soldiers who do not meet course requirements, require disciplinary action, or cannot successfully continue OCS training.

a. Relief from current Phase of training. This is the relief / dismissal of an officer OC from the current Phase of training they are in for one of the reasons outlined in this guide or the OCS Course Management Plan. The OC is returned to their home unit of assignment for further action on relief from the OCS program or to be recycled. All work must be satisfactorily made up prior to the end of the next Phase.

b. Relief from OCS Program. This occurs when an OC is relieved / dismissed from the OCS and returns to their unit. The TAC recommends relief from the OCS program to the OCS OIC for concurrence and CG approval. The Home Unit may not re-nominate the former OC absent CG concurrence. The OCS OIC determines the grounds for relief. They may include but are not limited to the following.

(1) Honor Code violations. An OC will not lie, cheat, steal, nor tolerate those who do. A violation of this code will result in a recommendation for relief on the first offense.

(2) Academic failure. Academic failure is defined as a failure to attain 70% on any academic evaluations or the scheduled retest.

(3) Failure to progress. This is an OC who fails to show progress in performance, subjective evaluations, motivation, attitude, aptitude, or conduct. Such progress is less than acceptable and is detrimental to the interest of the other students in the class.

(4) Disciplinary reasons. Failure to cooperate in routine requirements or adhere to course standards of obedience. OCs who receive disciplinary actions are recommended for recycle or relief. OCs committing any offense punishable under applicable laws and / or military regulations are considered for relief under this provision.

(5) Failed leadership evaluations. OCs who fail to display improvement in leadership, and who continue to receive sub-par leadership evaluations must be considered for relief or recycle. OCS Senior TAC who does not feel that an officer OC possesses the leadership skills, attitudes and knowledge to become a successful junior officer must prevent the OC from graduating from Phase I and proceeding to Phase II, and must consider the OC for recycle or relief.

(6) Lack of adaptability. An OC who fails to adapt to the stringent environmental conditions of discipline, soldierly habits, teamwork, and mental and physical stress can be considered for relief. An OC who exhibits behavior contradictory to normally expected behavior can be referred to the OCS Senior TAC for further evaluation prior to a relief recommendation.

(7) Lack of motivation. Lack of motivation is characterized by an OC's failure to exert reasonable effort to succeed, constant malingering, or a personal attitude, which demonstrates little or no desire to complete a course of action or mission.

(8) Falsifying or omitting facts or information. Knowingly falsifying or omitting facts concerning enrollment or commissioning requirements or documents.

(10) Misconduct. Misconduct includes but is not limited to OC / OC or OC / Cadre fraternization; unauthorized alcohol use; integrity compromise first offense; possession, use, sale, or transfer of any narcotic, hallucinogen, controlled substance or narcotics paraphernalia; or conduct that would constitute a violation of applicable laws and / or military regulations.

c. Recycle. Recycle occurs when an OC is relieved/dismissed from the OCS with leave to re-apply. The home unit is responsible for determining if the OC is to be recycled. If the OC is recycled, he/she must start at the beginning of the phase in which they were relieved/dismissed. If the OC is not recycled, he/she will be administratively reduced IAW the provisions specified in a notice letter to be issued. An OC failing to complete all phases within two years will need to reenroll for the entire program and receive written approval from the OCs Regimental OIC.

(1) Reasons for Recycle. The TAC with approval from the OCS OIC determines the grounds for recycle. They may include, but are not limited to the following:

(a) Compassionate or hardship reasons. Health, welfare or financial problems of immediate family members that substantially interfere with successful continuation in the course or causes OCs to miss 12 or more hours of scheduled training.

(b) Disqualifying physical conditions (medical). Inability to complete the course because of poor health or missing training through hospitalization, appointments or duty limitations directed by a medical officer. Physical profiles are administered to prevent soldiers from exercising personal zeal beyond their physical limitations.

(c) Disciplinary reasons. Failure to cooperate in routine requirements or adhere to course standards of obedience. OCs who receive repeated disciplinary actions are recommended for relief. OCs committing any offense punishable by applicable laws and / or military regulations are recommended for relief under this provision.

(d) Failed leadership evaluations. OCs who receive subpar leadership evaluations must be considered for relief or recycle. OCS TAC who do not feel that an officer OC possesses the leadership skills, attitudes, and knowledge to become a successful junior officer must consider the OC for recycle or relief.

(e) Failure to progress. Defines an OC who shows marginal progress in performance, leadership evaluations, demonstrated motivation, attitude, aptitude, and conduct when compared to OC's peers.

(f) Failure to meet graduation requirements.

d. Resignation. Resignation occurs when an OC resolves to leave OCS training, submits this request in writing, and is granted this request by the OCS OIC. The OC may be re-nominated for a future OCS.

Approval Authority. OCS will follow the below steps for relief and recycle.

a. The OCS TACs have the authority to temporarily relieve soldiers from training if the OC fails to meet standards until a final determination is made by the OCS OIC. The TAC may remove OCs from POI training before final disposition if they determine that the OC's presence constitutes a significant training distracter for other OCs or constitutes a safety hazard to other OCs or cadre.

b. The authority to relieve or recycle a soldier from the OCS program resides with the CG. If the decision to relieve an OC is made, the OCS OIC must determine if the OC is to be relieved with prejudice or without prejudice.

(1) Relief without prejudice. Disenrollment for illness, injury, or other reasons beyond the control of the individual will be made without prejudice. This type of relief allows the soldier the option of reapplying for a future class enrollment.

(2) Relief with prejudice. Occurs when in the opinion of the approval authority the OC should be removed from the OCS program without the option to reapply for a future class enrollment. This is normally reserved for serious, involuntary reasons for relief.

Removing OCs from POI Training. If a disenrollment recommendation is made to the OCS OIC, the OC will continue to attend all POI training until final disposition on relief, recycle or appeal is determined. If the OC is temporarily removed from the POI training but is then re-instated, the OCS must provide the OC with all missed/make-up training.

Procedures for Relief or Recycle

a. Recommendation Responsibilities

(1) TAC Officer. Absent significant misconduct the OC must first be counseled in writing (VDF Form 4856) that s/he is in jeopardy of being relieved or recycled. The counseling must contain the areas in which the OC must improve, or actions that the OC must discontinue in order to maintain enrollment in the current class, along with a specified amount of time they have to complete the corrective action. If the OC does not improve or does not discontinue actions as directed, the TAC Officer must counsel the OC a second time in writing (VDF Form 4856) recommending him/her for relief or recycle. At this second counseling session, the TAC Officer informs the OC of their appeal rights to the OCS OIC. This evidence is included in the OC's record along with counseling forms concerning the recycle or relief. The TAC Officer then presents the OCS OIC with complete documentation and evidence concerning all efforts made on the OC's behalf.

(2) OCS OIC. The OIC reviews the packet along with the OC's records, receives input from the TACs and the OC's Home Station chain of command, and interviews the OC. The OIC can concur or non-concur with the recommendation or take other action as appropriate. The OIC will record his/her recommendation in Part IV of the VDF Form 4856.

b. Misconduct OCs disenrolled for misconduct may be barred from reenlistment in accordance with VDF 600-10. The Virginia Code for Military Justice (VCMJ) applies to VDF soldiers. Accordingly, the

OCS OIC will forward a VDF soldier's case to the Virginia Defense Force Commanding General for appropriate disposition.

c. Sub-standard Performance. OCs disenrolled for lack of motivation, academic deficiency or failure to maintain physical fitness or height and weight standards will be recorded a VDF Form 785 (Record of Disenrollment for Officer OC – Type Training). The OCS OIC will determine and record whether that the student will be eligible to re-enroll.

d. OCs disenrolled for illness, injury, compassionate transfer or other reasons beyond the control of the individual will be made without prejudice. The OCS OIC will prepare a VDF Form 785 (Record of Disenrollment for Officer OC – Type Training) to the OC's TAC stating the reason for termination and that the student will be eligible to re-enroll as soon as conditions that led to disenrollment no longer exist.

e. Final Disposition. The OC packet and recommendation for recycle or relief is forwarded to the CG for disposition

f. Records. The OCS OIC will ensure student records are complete and audit trails are maintained for all personnel actions. Records for an OC being relieved are maintained for 5 years with a VDF Form 785, (Record of Disenrollment from Officer OC Type Training) at VDF HQ and then destroyed. Recycled OC's records are maintained on file until the OC resumes training at the start of the Phase which previously dropped. The OC record then again becomes the OC's active record. All documents concerning the recycle are maintained in the OC's record.

OC Resignations. A resignation in lieu of relief is processed as a relief. Otherwise, every effort must be made by the VDF OCS cadre to counsel and advise an individual toward the successful completion of OCS. In cases where these efforts do not prevent an officer OC from requesting resignation the following procedures are followed.

(1) The officer OC must submit their request for resignation from the VDF OCS program in writing to the cadre chain of command.

(2) The TAC Officer counsels the OC on a VDF Form 4856 detailing the procedure for and the consequences of resignation. The TAC Officer also submits written comments on the OC's potential to the OCS OIC, along with the OC's written resignation and complete OC record.

(3) The OCS OIC interviews the OC, counsels the OC on the consequences of his /her resignation, and accepts the OC's resignation if the OC is determined to resign from the VDF OCS program. The final decision of the OCS OIC is recorded on a VDF Form 4856 Part IV initiated by the OCS Senior TAC.

(4) After the OCS OIC accepts the officer OC's resignation, the OC is removed from training. The TAC completes the end of course summary and place it in the OC record.

(5) Records are maintained on file at the home unit on all OCs who resign. These records include the completed end of course summary on the officer OC.

(6) Withdrawing a resignation. If the OC elects to withdraw the resignation before it is forwarded to the OCS OIC, the documents are retained in the OC record with the VDF Form 4856 Part IV completed by the Senior TAC explaining the OC's decision.

OC Rights. The following procedures apply in cases where relief/dismissal is considered for motivational, disciplinary, or academic reasons:

a. The TAC Officer will notify the student in writing of the proposed action, the basis for the action, the consequences of disenrollment, and the right to appeal. The TAC Officer will advise the student that they will acknowledge by written endorsement within two duty days receipt of the written notification of dismissal action. The endorsement must indicate whether or not the student intends to appeal the dismissal action. The TAC Officer will advise the student that any appeal must be submitted within seven duty days after receipt of the written notification of the dismissal action by the OCS OIC. Appeals will be submitted to the OCS OIC, who will review the Appeal, make a recommendation, and forward the Appeal to the VDF Judge Advocate General (JAG). Absent serious misconduct, OCs who elect to appeal will remain actively enrolled in the course pending disposition of their appeals.

b. Appeal Packets consist of the appeal consideration memorandum and at a minimum, the following attachments, if applicable. (1) 3rd party statements; ((2) statements from the chain of command; and (3) other official documents or evidence.

c. OCs are counseled that resignation is an option, but it voids any appellate rights and that it may not necessarily better their chances of returning to OCS.

d. Appeals will be forwarded to the VDF JAG to determine legal sufficiency of the dismissal decision. All appellate actions will become part of the student's case file. The CG will make the final decision on dismissals after considering the supporting VDF JAG recommendation.

e. If the OC's appeal is successful, they can continue participating in the OCS program. If the OC had been removed from training, they must be provided a fair opportunity to make up the missed training. The OCS Senior TAC and the appropriate instructor(s) will coordinate the missed training.

f. If the OC loses the appeal they will be relieved from training, out processed per the local SOP and returned to their unit for further disposition.

g. Relief/disenrollment paperwork will be maintained by the VDF HQ for five years and then destroyed.

VIRGINIA DEFENSE FORCE
DEPARTMENT OF MILITARY AFFAIRS
COMMONWEALTH OF VIRGINIA
5001 Waller Road
Richmond, VA, 23230

VDF-UNIT- C OR STF Desig

1 December 20**

MEMORANDUM THRU VDF COS

FOR VDF COMMANDING GENERAL

SUBJECT: Recommendation to Remove Officer Candidate from Officer Candidate School

1. Purpose. This provides my recommendation that the below-named Officer Candidate (OC) be removed from the Officer Candidate School (OCS) per the following discussion

<u>RANK/NAME</u>	<u>UNIT</u>	<u>DEFICIENCY</u>	<u>RECOMMENDATION?</u>
SPC Jane Doe	2RGT (OC)	***	Remove

2. Discussion. I recommend that OC *** is relieved / dismissed from the OCS and returns to their unit. The TAC recommended relief from the OCS program to the OCS OIC for concurrence and CG approval. The Home Unit may not re-nominate the former OC absent CG concurrence. Per the OCS Course Management Guide the OCS OIC determines the grounds for relief, and the CG decides whether to remove based on OIC recommendation and Virginia Defense Force Staff Judge Advocate review.

(1) Honor Code violations. An OC will not lie, cheat, steal, nor tolerate those who do. A violation of this code will result in a recommendation for relief on the first offense.

(2) Academic failure. Academic failure is defined as a failure to attain 70% on any academic evaluations or the scheduled retest.

(3) Failure to progress. This is an OC who fails to show progress in performance, subjective evaluations, motivation, attitude, aptitude, or conduct. Such progress is less than acceptable and is detrimental to the interest of the other students in the class.

(4) Disciplinary reasons. Failure to cooperate in routine requirements or adhere to course standards of obedience. OCs who receive disciplinary actions are recommended for recycle or relief. OCs committing any offense punishable under applicable laws and / or military regulations are considered for relief under this provision.

(5) Failed leadership evaluations. OCs who fail to display improvement in leadership, and who continue to receive sub-par leadership evaluations must be considered for relief or recycle. OCS Senior TAC who does not feel that an officer OC possesses the leadership skills, attitudes and knowledge to become a successful junior officer must prevent the OC from graduating from Phase I and proceeding to Phase II and must consider the OC for recycle or relief.

(6) Lack of adaptability. An OC who fails to adapt to the stringent environmental conditions of discipline, soldierly habits, teamwork, and mental and physical stress can be considered for relief. An OC who exhibits behavior contradictory to normally expected behavior can be referred to the OCS Senior TAC for further evaluation prior to a relief recommendation.

(7) Lack of motivation. Lack of motivation is characterized by an OC's failure to exert reasonable effort to succeed, constant malingering, or a personal attitude, which demonstrates little or no desire to complete a course of action or mission.

3. The enclosures substantiate the recommendation.

Encl:	/S/
1. Counselling Forms	NAME
2. Student Record	LTC (VA), VDF
3. TAC Rec	OIC OCS

Appendix I
Course Evaluation

Student name, OC or WOC. and contact number/email:

TAC name, Rank, and contact number/email:

OCS STRENGTHS:

OCS WEAKNESSES:

RECOMMENDED CHANGES:

HOME UNIT MENTORING/LEADERSHIP PROGRAM COMMENTS:

OC signature:

Date:

Appendix J Graduation Script

Commissioning Ceremony Script –

Time Event

1445 PARTICIPANTS IN PLACE. CANDIDATES ARE SEATED IN THE FIRST ROW ALPHABETICALLY. MAINTAIN FRONT ROW SPACE FOR OFFICIAL PARTY.

1450 GUESTS ARRIVE - FAMILIES ARE SEATED IN THE SECOND ROW ON RIGHT FACING FRONT. ENTER EASTON, BERGERON, NAMKUNG, ROYCE, SCHROCK. REMAIN STANDING UNTIL TOLD TO BE SEATED.

ALL: ALL ARE ASKED TO STAND AS THE OFFICIAL PARTY (BG FLORA, COL MROCZKOWSKI, COL LAWSON, CW5 McINTOSH, AND CSM GRANDIS ENTER AND REMAIN STANDING UNTIL THE OFFICIAL PARTY IS SEATED.

1500 MASTER OF CEREMONIES APPROACHES THE PODIUM

MOC: PLEASE BE SEATED: BG FLORA, COL MROCZKOWSKI, COL LAWSON, CW5 McINTOSH, AND CSM GRANDIS, VDF AND FELLOW SERVICE MEMBERS, FAMILY, FRIENDS– GOOD AFTERNOON AND WELCOME TO THE COMMISSIONING CEREMONY OF OUR 2018 OCS CLASS.

MOC: THE COMMISSIONING CEREMONY YOU WITNESS TODAY IS A REFLECTION OF THE RICH HERITAGE OF OUR ARMY TRADITION.

MOC: TODAY’S CEREMONY WILL COMMISSION OC EASTON AS WARRANT OFFICER; OC BERGERON, OC NANKUNG, OC ROYCE, AND OC SCHROCK AS LINE 2nd Lieutenants. THESE CANDIDATES HAVE RISEN ABOVE THEIR PEERS AND STRIVEN FOR EXCELLENCE IN ALL THE TASKS GIVEN TO THEM OVER THE LAST

YEAR.

MOC: CANDIDATES PLEASE POST:

CANDIDATES POST IN OPEN RANKS IN FRONT OF BG FLORA, AND EACH REMOVES OC RANK FROM CHEST.

MOC: YOU HAVE THIS DAY EXPERIENCED THAT, WHICH COMES TO MANY OF US WHO SERVED AS SOLDIERS IN OUR ARMY. THE RESPECT THAT YOU EARNED SOLDIERS IS BASED IN THE SAME ATTRIBUTES THAT YOU WILL CARRY INTO YOUR LEADERSHIP ROLE AS AN ARMY OFFICER. HAVE NO REGRETS.

YOUR COMMISSIONING ORDERS ARE NOT AN END TO AN ERA, BUT AS ORDERS TO A NEW AND CHALLENGING ASSIGNMENT.

MOC: BRIGIADIER GENERAL FLORA/COL MROCZKOWSKI WILL NOW PIN ON THE OFFICER COLLAR DEVICE AND DESIGNATED FAMILY MEMBER WILL PLACE OFFICER DEVICE ON THE OFFICER'S COVER.

BG FLORA RISES AND CENTERS ON THE LEFT-MOST CANDIDATE.

MOC: THOSE OF YOU WHO WILL BE PINNING ON RANK, PLEASE JOIN US ON STAGE.

ONE FAMILY MEMBER WHO WILL BE PINNING RANK RISES AND STANDS TO THE LEFT OF THE CANDIDATE AND HAS THE RANK IN HAND TO GIVE TO THE BG FLORA TO PLACE ON CHEST, AND FAMILY MEMBER PINS RANK ON THE COVER. BG FLORA WILL MOVE FORM LEFT TO RIGHT DOWN THE ROW OF CANDIDATES.

MOC: WILL THE GUESTS PLEASE RISE; MILITARY PERSONNEL, ATTENTION TO OATH. BG FLORA WILL NOW

DELIVER THE OATH OF OFFICE TO OUR NEW OFFICERS.

CANDIDATES RAISE RIGHT HAND:

(BG FLORA READS THE OFFICER'S OATH PROVIDED TO HIM PRIOR TO ENTRY INTO THE CHAPEL)

MOC: PLEASE BE SEATED. LADIES AND GENTLEMEN, I PRESENT

THE NEWEST OFFICERS IN THE VIRGINIA DEFENCE FORCE:

WARRANT OFFICER 1 EASTON, 2ND LIEUTENANT BERGERON,

2ND LIEUTENANT NAMKUNG, 2ND LIEUTENANT ROYCE AND

2ND LIEUTENANT SCHROCK

MOC: (Family Members are asked to return to their seats)

****GENERAL FLORA REMARKS (IF HE CHOOSES 5-10 MINUTES)****

MOC: OFFICERS, THE FLOOR IS YOURS.

OFFICERS' REMARKS: TBD – STILL DECIDING IF WE WILL ALL SPEAK OR IF JUST ONE WILL SPEAK FOR THE CLASS

WARRANT OFFICER EASTON

2ND LIEUTENANT BERGERON

2ND LIEUTENANT NAMKUNG

2ND LIEUTENANT ROYCE

2ND LIEUTENANT SCHROCK

MOC: WARRANT OFFICERS AND OFFICERS WILL NOW RETURN

HIS OR HER FIRST SALUTE AS AN ARMY OFFICER.

MOC: COMMAND SERGEANT MAJOR FREDERICK, PLEASE POST.

CSM FREDERICK – STANDS IN FRONT OF WARRANT OFFICER EASTON

WARRANT OFFICER EASTON RECEIVES FIRST SALUTE; WARRANT OFFICER EASTON RETURNS SALUTE. WARRANT OFFICER EASTON PRESENTS CSM FREDERICK A SILVER DOLLAR WITH LEFT HAND SHAKE.

CSM FREDERICK – TAKES STEP AND STANDS IN FRONT OF 2ND LIEUTENANT BERGERON

2ND LIEUTENANT BERGERON RECEIVES FIRST SALUTE; 2ND LIEUTENANT BERGERON RETURNS SALUTE. 2ND LIEUTENANT BERGERON PRESENTS CSM FREDERICK A SILVER DOLLAR WITH LEFT HAND SHAKE.

CSM FREDERICK – TAKES STEP AND STANDS IN FRONT OF 2ND LIEUTENANT NAMKUNG

2ND LIEUTENANT NAMKUNG RECEIVES FIRST SALUTE; 2ND LIEUTENANT NAMKUNG RETURNS SALUTE. 2ND LIEUTENANT NAMKUNG PRESENTS CSM FREDERICK A SILVER DOLLAR WITH LEFT HAND SHAKE.

CSM FREDERICK – TAKES STEP AND STANDS IN FRONT OF 2ND LIEUTENANT ROYCE

2ND LIEUTENANT ROYCE RECEIVES FIRST SALUTE; 2ND LIEUTENANT ROYCE RETURNS SALUTE. 2ND LIEUTENANT ROYCE PRESENTS CSM FREDERICK A SILVER DOLLAR WITH LEFT HAND SHAKE.

CSM FREDERICK – TAKES STEP AND STANDS IN FRONT OF 2ND LIEUTENANT SCHROCK

2ND LIEUTENANT SCHROCK RECEIVES FIRST SALUTE; 2ND LIEUTENANT SCHROCK RETURNS SALUTE. 2ND LIEUTENANT SCHROCK PRESENTS CSM FREDERICK A SILVER DOLLAR WITH LEFT HAND SHAKE.

CSM FREDERICK RETURNS TO HIS SEAT

MOC: THIS NOW CONCLUDES OUR CEREMONY. YOU ARE ALL ASKED TO STAND AS THE OFFICIAL PARTY DEPART AND REMAIN STANDING AND QUIET UNTIL THEY EXIT THE CHAPEL. YOU MAY THEN JOIN THE CANDIDATES AT THE STAGE TO CONGRATULATE THEM.

Graduation Certificate



Commonwealth of Virginia

Department of Military Affairs

Virginia Defense Force

having attested that

Name

has successfully completed the prescribed course of instruction

and is herewith declared a graduate of

The Virginia Defense Force

Officer Candidate School

Given at Fort Pickett, Virginia

*This 29th day of Date, 20***

BS Justin P. Carlitti, Commanding General Virginia Defense Force

MG Timothy Williams

The Adjutant General

Appendix K
Position Description OCS Commandant

APPENDIX K

OFFICER CANDIDATE SCHOOL OFFICER-IN-CHARGE/COMMANDANT

Job Mission: The OCS mission is to provide highly qualified and motivated junior officers to serve throughout the Virginia Defense Force (VDF).

Job Title: VDF Officer Candidate School Officer in Charge (VDF OIC OCS) /Commandant (CMDT)

Job Description: Leads OCS operations. Responsible for planning, organizing, coordinating and managing training support operations of OCS. Responsible for the training and well-being of all officer candidates. Must ensure that the program of instruction is followed and taught to the highest standards. Duties include but, are not limited to, establishing recruitment programs and the training and supervision of the TAC Officer staff.

Job Requirements:

- Have been a commissioned officer in any service component.
- Bachelor's degree (master's degree preferred).
- Minimum six years prior active or reserve military experience
- Current military experience and have honorable discharge or be retired.
- Meet appropriate service height and weight standards.
- Participate in and pass appropriate APFT IAW your service component.
- Be able to travel for monthly drill periods and stay overnight for twice yearly MUTAs.
- Maintain a favorable Personnel Security Investigation (PSI) or a National Agency Check /Local Agency Check (NAC/LC).
- Possess a thorough knowledge of VDF organizational structure, mission objectives, function, procedures, regulations, and policies.
- Have knowledge and experience of military training and field training evaluation. Possess tactical, technical and leadership skills gained from successful command or branch equivalent experience. Know basic Soldier skills including land navigation and drill and ceremonies.
- Possess computer skills, initialization, operation of Microsoft word processing, spreadsheet, and graphics programs, performance of user maintenance, Windows environments, and familiarity with email and internet environment and operations.
- Be able to teach effectively in a classroom setting, presenting both standardized instruction and creative workshops. Have demonstrated instructor ability in military field training exercises and be able to live/instruct in a field environment during MUTAs.

Appendix L**Position Description OCS Assistant Commandant (ACMDT or XO)/TACs****OFFICER CANDIDATE SCHOOL XO/TAC OFFICERS**

Job Mission: The Officer Candidate School (OCS) mission is to provide highly qualified and motivated junior officers to serve throughout the Virginia Defense Force (VDF).

Job Title: TAC means “Teach, Advise and Counsel.” The senior TAC will be the OCS Executive Officer (XO).

Job Description: The OCS TAC Officer is selected to train, advise and counsel officer candidates. TACs report to and assist the FORHQ OCS OIC. *TACs will display the highest of officer standards, including appearance and assist with the program of instruction.*

*The OIC, assisted by the TACs, is responsible for organizing, coordinating and executing candidate training. *TACs will ensure that candidates are informed, progressing, and safe. TACs train and advise those who need guidance, acting as a first-line counselor. TACs will provide feedback to the OIC regarding candidate suitability, retainability and progress throughout the OCS program.* Other duties as assigned by OCS OIC.

***Job Prerequisites:**

- Written recommendation from an officer in chain of command, lieutenant colonel or higher.
- A company grade officer.
- Possess a bachelor’s degree or higher.
- Minimum three to five years VDF or prior active or reserve military experience.
- MEMS Senior level qualification.
- Meet appropriate VDF height and weight standards.
- Be able to travel for monthly drill periods and stay overnight for twice yearly MUTAs.
- Pass a Local Agency Check.

***Job Knowledge, Skills, and Aptitudes “KSAs”:**

- Possess a thorough knowledge of VDF organizational structure, mission objectives, function, procedures, regulations, and policies.
- Have demonstrated instructor ability in military field training exercises and be able to live/instruct in a class or field environment during MUTAs.
- Possess tactical, technical and leadership skills gained from successful leadership positions or branch equivalent experience.
- Know basic Soldier skills including land navigation and drill and ceremonies.
- Ability to teach effectively in a classroom setting, presenting both standardized instruction and creative workshops.
- Possess computer skills, initialization, operation of Microsoft word processing, spreadsheet, and graphics programs, performance of user maintenance, Windows environments, and familiarity with email and internet environment and operations.

Appendix M

References

- *The Army Officers Guide
- *Title 10 United States Code (as amended)
- *DOD Directive 5100.1, “Functions of the Department of Defense and Its Major Components”
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- *Organization of the Joint Chiefs of Staff, Action Officer Orientation Handbook
- *Joint Admin Pub 1.1, *Organization and Functions of the Joint Staff*
- *FM 3-1 Operations
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- *FM 6-22 Army Leadership
- *FM 21-15 Care and Use of Individual Clothing and Equipment
- *FM 21-15 Topographic Symbols
- *FM 21-26 Map Reading
- *FM 22-101 Leadership Counseling
- *FM 25-2 Unit Training Management
- *FM 101-5 Staff Organization and Operations
- *ADRP 6-22 Army Leadership
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- *AR 350-1: Training Management
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- *Army Pamphlet 600-67 Effective Writing for Army Leaders Department of the: <http://www.armywriter.com/DAP600-67.pdf>
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- *Technical Writing Definition Rules: <http://www.youtube.com/watch?v=bws5BMVPjY4>
- *MEMS Academy Student Handbook:
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- *Virginia Code Section 44-54-7 Regulations
- *National Guard Civil Support Playbook
- *Virginia Emergency Operations Center: <http://www.vaemergency.gov>
- *All VDF Regulations: <http://vdf.virginia.gov/vdfresources/vdfregulations/>
- *VDF Regulation (VDFR) 350-1, VDF Training Program
- *VDFR 611-3, National Guard Support Team Management
- *VDF Directive 1-20, Operations and Training Procedures and Formats