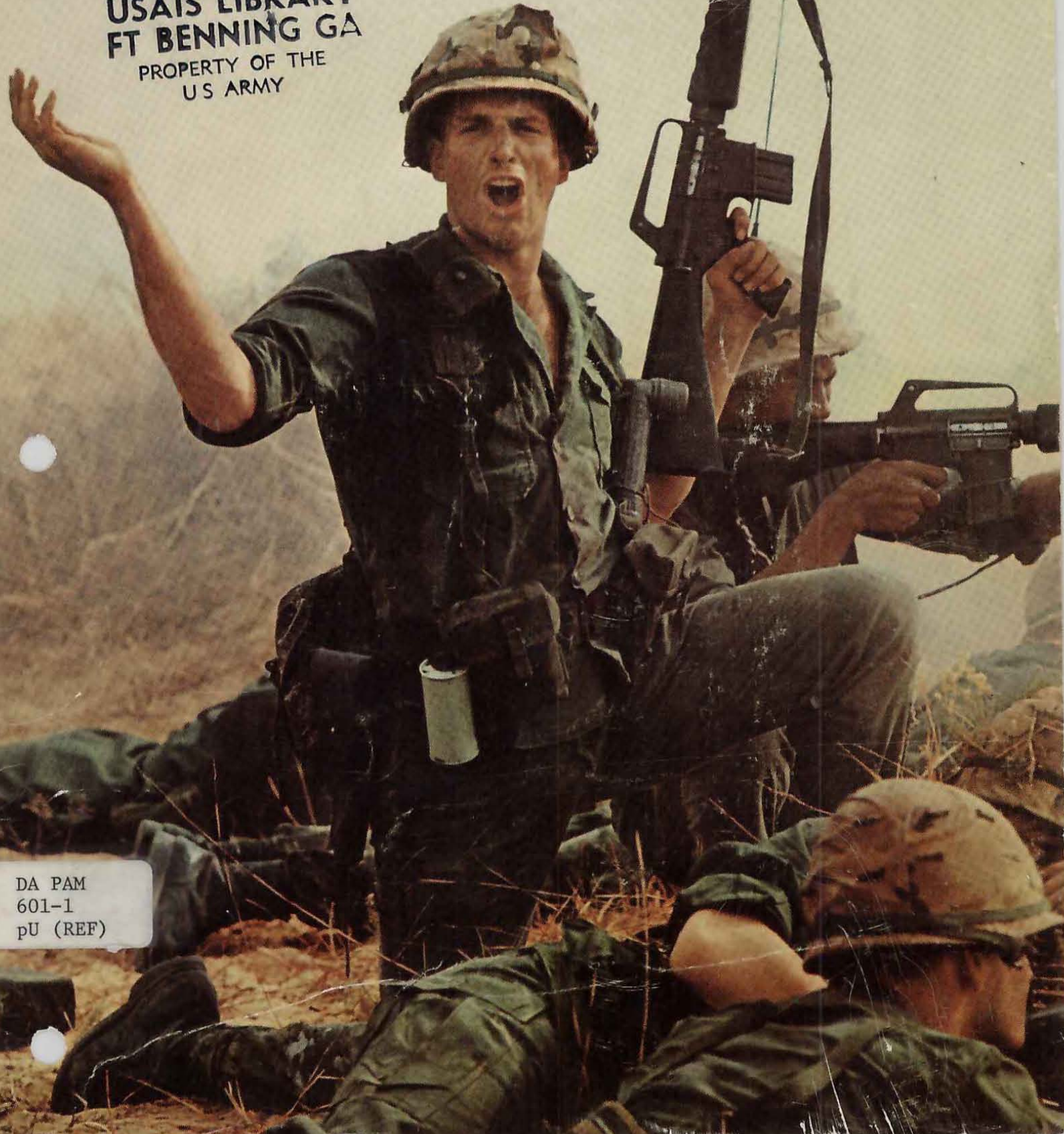




THE OCS STORY

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**BECOME
A
LEADER**

**APPLY
FOR
OCS**

* This pamphlet supersedes DA Pam 601-1, 1 June 1966.

HEADQUARTERS, DEPARTMENT OF THE ARMY
OCTOBER 1969



Retreat Parade - Infantry OCS.

FOREWORD

The constantly increasing complexity of warfare is imposing a continuing demand for a high degree of competence on the part of the Army's military leadership. Stability operations conducted at the request of a friendly nation have made it mandatory that the Army have top caliber leaders assigned to units of all echelons. One of the major sources of such leadership in the past has been the Army's Officer Candidate Schools. The performance of officers obtained by means of these schools has been sufficiently outstanding to cause the Army to incorporate the officer candidate system as a permanent element in the Army Officer procurement program. This pamphlet is designed to provide detailed information on the Army's OCS program to all military personnel who are interested in qualifying for admission to Officer Candidate School. Readers of this pamphlet will gain a clear understanding of the qualifications required for admission. If you are qualified for attendance at Officer Candidate School, it is your privilege to apply. Successful completion will qualify you to begin a challenging and rewarding career as an officer in today's modern Army.



Field training exercise at Infantry OCS.

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Artillery OCS candidates demonstrating rappelling techniques during field exercise.



INTRODUCTION

This pamphlet has been written primarily to provide useful information to all actual or potential applicants for U.S. Army Officer Candidate School.

It may also be of interest and use to commanders and selection boards involved in the overall program. Included are the mission and history of OCS; its curriculum, including daily life of candidates; application procedures; and expected future assignments and responsibilities of graduates.

It is intended that a copy of this pamphlet be provided each individual eligible for OCS.

Putting out rear aiming stakes at Artillery OCS.



MISSION

The mission of the Officer Candidate Schools is to develop competent leaders for the nation's Army. These schools emphasize the development of practical leadership, with special emphasis for male candidates on building physical stamina, and the mastery of tactics and weapons. The rigorous program of training and discipline furnishes the means of confirming whether a candidate possesses the potential ability to become a competent leader. The schools' further function is to develop this ability, once it is recognized, by teaching the professional knowledge needed for successful leadership.

Emphasis for Women's Army Corps Officer Candidate training is placed on preparing graduates to command and administer WAC personnel and to assume staff responsibilities appropriate to their grade and branch.

OCS, PAST AND PRESENT

The idea for an Officer Candidate School for infantry was conceived in June 1938 when a plan for an officer training program was submitted to the Chief of Infantry by Brig. Gen. Asa L. Singleton, Commandant of the Infantry School, Fort Benning, Ga. No action was taken until July of 1940, at which time Brig. Gen. Courtney Hodges, Assistant Commandant of the Infantry School, submitted a revised plan. This new program went into effect 1 year later, in July of 1941, when the first officer candidate classes began at the Infantry, Field Artillery and Coast Artillery Officer Candidate Schools. The courses lasted 13 weeks and were limited to warrant officers and enlisted men with at least 6 months of service. The Infantry OCS graduated 171 second lieutenants of the original 204 candidates that reported on 17 July 1941. Of the 126 candidates reporting to the Field Artillery OCS, 79 were commissioned as second lieutenants upon graduation. Subsequently other branches adopted the idea and established their own OCS.

Generals R. N. Danford, Chief of Field Artillery, and Omar Bradley, who became Commandant of the Infantry School in March of 1941, established the early precedents concerning OCS candidates and their treatment. Many of the principles and standards of discipline and leadership are still in effect today. General Danford did not want men in the course who were not officer material. He directed that candidates would be worked as hard as possible to weed out those who could not stand the pressure. The honor code, administered by the candidates themselves, was installed under the guidance of General Bradley.

The purpose of the subjection of candidates to the rigorous OCS program was best explained by General Bradley when he said: "Early in the course the fact must be brought out that these candidates should stop thinking as enlisted men and think as officers. As enlisted men, someone else worries about plans and about looking after the men; as officers they must plan and think of their responsibilities. The discipline must be of a very much higher type than that of an enlisted company."

At the beginning of the program, classes were reporting at 5-week intervals. World War II, however, brought about an increase in the need of officers, and classes were stepped up. The phrase "90-day wonder" became accepted military terminology, and at Fort Benning alone more than 100,000 candidates were enrolled in 448 officer candidate classes from July 1941 to May 1947. Over 67,000, some 67 percent, completed the course and were commissioned. It was by far the biggest and fastest "commissioning job" ever attempted by an army. But quality was not sacrificed for quantity. On battlefields from Anzio to Okinawa, one thing was apparent: the "90-day wonder" had what it takes.

The first Army officer candidate classes for women began in July 1942 at Fort Des Moines, Iowa, and were filled with women selected from civilian life. These women were trained as officers in the Women's Army Auxiliary Corps. Subsequent classes were filled from enlisted applicants who had completed basic training.

With the end of World War II the Army's need for officers diminished, and the OCS for all branches (except the Women's Army Corps)

Air mobile operations during 5-day field exercise.



was transferred to Fort Riley, Kans., where it became part of the Ground General School. WAC officer candidate classes were discontinued in 1945 and reactivated at the WAC Training Center, Fort Lee, Va., in 1948. From 1948 to 1950, the WAC Officer Candidate School was the sole source of officers for the Women's Army Corps. WAC Officer Candidate classes were held concurrently with the direct commission courses from 1950 to 1956. Since 1956, they have been combined with the WAC Officer Basic classes conducted at the U.S. Women's Army Corps School, Fort McClellan, Ala.

But the outbreak of the Korean conflict caused an urgent need for trained combat leaders and many of the branches reactivated their OCS in 1951. Most of these deactivated around the end of the Korean conflict. The Infantry OCS, the Artillery OCS, and the WAC OCS, however, remained in operation.

Late in 1965 the Vietnam conflict again created a need for officers, and many branches reactivated their Officer Candidate School. From March 1953 to March 1954, the Infantry Officer Candidate School also trained officers in branches other than Infantry. These mixed classes included officers for those branches which did not have their own OCS. From March 1954 until October 1965, a small percentage of the graduates of each Artillery and each Infantry OCS class was on a voluntary basis selected for assignment to other branches of the service as required. In September 1965 officer candidate schools were reactivated at the Engineer School for commissioning graduates in Corps of Engineers; at the Southeastern Signal School for commissioning in Signal Corps; and at the Armor School, to conduct Branch Immaterial training for commissioning in Ordnance Corps, Transportation Corps, Quartermaster Corps and Armor. Starting with classes enrolling in October 1965, all Artillery OCS graduates were commissioned in Artillery, and the largest percentage of Infantry OCS graduates were commissioned in In-

fantry, with a small number being commissioned in Finance Corps, Chemical Corps, Adjutant General's Corps, Military Police Corps, and Army Intelligence and Security, as needed. In July 1966, OCS courses were started at the Ordnance School, at the Transportation School, and at the Quartermaster School. Graduates of these courses were commissioned in the branch of the courses attended. From July 1966 until August 1967, the Armor School conducted purely Armor OCS courses for commissioning in Armor.

Since 19 August 1967, there have been in existence only four Officer Candidate Schools, e.g., Infantry OCS, Ft. Benning, Ga., Artillery OCS, Ft. Sill, Okla., Engineer OCS, Ft. Belvoir, Va. and WAC OCS Ft. McClellan, Ala. Beginning with classes graduating in July 1968, all graduates of the Artillery School have been commissioned in that branch; the largest percentage of Infantry OCS graduates have been commissioned in that branch. A small number have been commissioned in Signal and Armor branches, as needed. The largest number of Engineer OCS graduates have been commissioned in the Engineer branch with a small number commissioned in Military Intelligence, Transportation, Ordnance, Quartermaster, Military Police, Adjutant General and Finance branches, as needed.

Basically, the schools are conducted as they were in 1941. However, the subject matter presented has been changed considerably to keep pace with the changes in organization and tactics employed by our modern Army. The system is designed to place the candidate under physical, mental, and emotional stress to simulate, as closely as possible, the stress and fatigue of combat. Only in this way can the candidate receive an evaluation as to his ability to work and react under such pressure. The officer who is a product of OCS is the type officer who should make it possible for every unit commander to say: "Send me more graduates like the ones I have now!"

THE COURSE

Infantry OCS

The 23-week course of instruction for the Infantry Candidate School revolves around the development of the candidate's leadership ability. He must be able to stand on his own two feet and direct the operation of small units. In order to develop leadership, the candidate is rotated through the various command positions found in a rifle company. In addition, the candidate is required to conduct graded periods of formal instruction on various military subjects such as physical training, Army information and military history, utilizing accepted instructional techniques and procedures.

A tactical officer is assigned to each platoon to continually observe the performance of each candidate. The tactical officer's principal duty is to assist candidates in successfully completing the course. He accomplishes this by coun-

seling the candidate on his performance and offering advice on ways to overcome identified deficiencies so that he may attain the proficiency and knowledge necessary to qualify as a second lieutenant.

Physical fitness also plays an important role in the development of leadership. The emphasis placed on stamina and coordination is reflected not only in the training schedule but also in off duty workouts.

To give the candidate the professional knowledge necessary to be a platoon leader, an extensive program of military subjects is presented. These subjects fall into three basic groups; weapons, tactics, and general subjects. The weapons instruction includes all weapons found in the infantry battalion, from the pistol to the 106 mm recoilless rifle. Tactics instruction is given at the platoon and company level



Candidates learn close combat techniques at Infantry OCS

Infantry officer candidate learns that "burning the midnight oil" is also part of learning to become an Infantry officer.



with emphasis placed on the platoon offensive tactics. The general subject training covers nuclear warfare, communications, vehicles, map reading, leadership, and similar military subjects.

Although leadership and academics are the principal areas of development, the need for social development is not overlooked in the candidate's transition from enlisted to officer status. During the OCS program there are two social events which highlight significant periods of training. The 12th week semiformal party marks the completion of the basic phase and the transition to the intermediate status. At the completion of the 18th week of training a Senior Status Review and a formal dinner party culminates 18 weeks of training and the

attainment of Senior Status. The dinner party is held in the Main Officer's Open Mess with candidates and guests observing strict rules of decorum in accordance with customs and courtesies.

There is also an Officer Candidate Wives' Club which is organized in each OC Company under the supervision of the Company Commander's wife and sponsored by battalion officers' wives. The function of the club is to assist the OC wife in adjusting to new environments.

When a successful candidate steps upon the stage to receive his commission, he is apt to appear taller and thinner, and physically fit. Above all, he wears an air of confidence and pride, for he is now a commissioned officer in the U.S. Army Reserve.

Artillery OCS

Leadership ability, academic achievement, and physical fitness are requisites for a commission at the U.S. Army Artillery and Missile Officer Candidate School. Selection criteria require initial evidence of these qualities; successful completion of Artillery OCS demands their further development and application. Starting with the candidates' arrival in the Officer Candidate Brigade area at Fort Sill, the first week is primarily designed to introduce them to the 23-week course. During this week they are processed and oriented, receive the preliminary instructions necessary to prepare them for the weeks ahead and actually begin their academic studies. They also are introduced to a rigorous physical fitness program which increases in tempo as the course progresses. The Brigade Commander presents a guidon to the class. At the time of this presentation, he challenges each candidate to strive for selection as Honor Graduate—a coveted title which not only denotes his standing in the class but also confers on the recipient the privilege of custody of the guidon for the class after graduation.

Thereafter, a demanding academic and leadership course, a large portion of which is conducted in the field, begins in earnest. Two-thirds of the academic portion of instruction is presented by the U.S. Army Artillery and Missile School and the remainder by the Officer Candidate Brigade. Subjects taught by the U.S. Army Artillery and Missile School include communication equipment and procedures, artillery transport, gunnery and artillery material, guided missile system; tactics and general subjects; those taught by the Officer Candidate Brigade include leadership, individual weapons, first aid, Army information and other general subjects. Many of the classes on the latter subjects are taught by candidates, under the supervision of tactical officers. This provides the candidates an excellent opportunity for developing bearing and command voice while they gain practical experience and proficiency as instructors. The course is culminated by a 5½-day field problem conducted by the candidates for the purpose of giving them an opportunity to put into practice the principles learned in the classroom.



Artillery training in firing battery techniques - Artillery OCS.

One of the principal means of developing leadership at the Artillery OCS is the assignment of candidates to officer and noncommissioned officer command positions at battery level, and the assignment of outstanding members of the senior class to staff positions at battalion and brigade levels. The candidates are continuously observed, evaluated, and counseled during this important phase of their training.

Although military training receives primary emphasis at the Artillery OCS, candidates also receive appropriate instruction on customs and courtesies of the service, and conduct expected of an officer, and the amenities of Army social life. Social activities begin, as each class advances to upper-class status, and a "Red Bird" party is held in recognition of the class members' efforts, accomplishments, and stature. A reception and ball the night before graduation helps prepare the candidates for the future.

Although candidates have little time to spend with their families, a few families accompany the candidates to the school. Wives who do accompany their husbands are encouraged to participate in the Officer Candidate Wives' Club, the functions of which parallel those of the Officers' Wives' Club.

The candidates' arduous schedule at the U.S. Army Artillery & Missile Officer Candidate School is terminated by a review followed by an impressive graduation ceremony. Special awards are presented to the Honor Graduate and to distinguished graduates, farewells are exchanged among the candidates and their guests, and the newly commissioned Artillery lieutenants are off to their first assignment as an officer and the many challenges that lie ahead. They have learned the truth of the U.S. Army Artillery and Missile School motto "Cedat Fortuna Peritis"—"Let fortune yield to experience" or, literally, "skill is better than luck".



Engineer officer candidates nearing completion of constructing a bridge as part of their training.



Engineer officer candidates receive instruction in building construction techniques.

Engineer OCS

The twenty-three week course of training at the Engineer Officer Candidate School, Fort Belvoir, Virginia is designed to produce thoroughly competent, highly motivated second lieutenants.

Since the majority of graduates are commissioned in the Corps of Engineers, the program of instruction is comprised of engineering subjects in addition to combined arms and other subjects common to all branches of the Army. Engineer graduates report directly to an assignment. Graduates commissioned in other branches receive additional training at the appropriate branch school en route to their first assignment.

Responsibility for training is jointly shared by the teaching departments of the Engineer School and the Officer Candidate Regiment. The teaching departments provide instruction in the technical academic subjects, and the regiment is responsible for the development of leadership ability, physical fitness, and proficiency in military skills. The joint efforts of this academic-leadership team guarantee the progressive development of a professionally competent lieutenant.

Academic subjects include Methods of Instruction, Map Reading, Field Engineering, Job Planning and Management, Company Administration, Military Justice, Communications, Combat Support and Combat Service Support, Land Mine Warfare, Demolitions, Theater of Operations Construction, Fixed and Floating Bridges, Roads and Airfields, Engineer Reconnaissance, and Construction Equipment. Selected students in classes entering after November 1968 will be offered the opportunity for advanced study and for pursuing elective subjects.

Throughout the course, training is well divided between the classroom and the field. High points of field training are the tenth week spent at Camp A P Hill, Virginia and a field training exercise in the twentieth week. The week at Camp A P Hill provides practical application of combined arms and weapons training, bivouac procedures, platoon attack and defense problems, patrolling, and escape and evasion. The field training exercise permits each class to function as a unit and accomplish engineer and infantry missions in a tactical environment.

The development of leadership ability, physi-

cal fitness, and proficiency in military skills is the primary responsibility of the Tactical Officers assigned to each class of candidates. They instruct, observe, evaluate, and counsel candidates serving in leadership positions or performing as instructors. Candidates are given the opportunity to serve in leadership positions in the chain of command at squad, platoon, company, battalion, and regimental level as they progress through the course. They also instruct military subjects such as drill and command, physical training, riot control formations, and command information. Following these assignments, they are critiqued and counseled by their Tactical Officers and given guidance for improvement of shortcomings.

Each candidate company is composed of two classes approximately twelve weeks apart in training. The upper class in each company is responsible for assisting the Tactical Officers in supervising the under class and facilitating its training to achieve the high standards of performance which are required of candidates.

Social activities center around the Candidate Lounge, for entertaining visitors, and the

Candidate Club, which operates on weekends and features "Mixer Dances" twice a month. Special parties to celebrate changes in class status at the end of the eighth and sixteenth weeks of training are frequently held off post. A graduation dinner dance is arranged for each class at the Officers' Club on the eve of graduation. The pace of the course is rapid and free time is scarce, but the proximity of Washington, D. C. offers many opportunities for cultural and recreational activities during the later weeks of training. A Candidate Wives' Club provides instructional and social activities for wives who live in the vicinity of Fort Belvoir.

The course is challenging and demanding. Its goal is to train each candidate to the limit of his aptitude in the time available. However, any graduate will be confident of his ability to perform the duties of a second lieutenant. Future graduates will share the pride and tradition established by their predecessors who have demonstrated outstanding professional competence and who are renowned for the motivation and initiative expressed in the motto "Essayons"—"Let us try."



Classroom instruction in Automatic Data Processing at WAC OCS.

WAC OCS

The 18-week Women's Army Corps Officer Candidate Course, held twice yearly at the U.S. Women's Army Corps School, Fort McClellan, Alabama, produces officers with the leadership ability, professional knowledge and personal attainments required to assume command and staff responsibilities appropriate to their grade and branch. It is conducted jointly with the WAC Officer Basic Course for direct commission college graduates. The pace of the course is rapid and free time is limited, particularly during the early weeks of training. Candidates are given theory and practical work in the techniques of military instruction, leadership, and command. Through rotation of command positions, candidates' leadership potential is tested and strengthened. Their practical work includes one week of on-the-job training in a basic company in a WAC Training Battalion, where they serve as platoon officers; and a WAC Company Exercise, a simulated orderly room situation which enables the candidates to put into practice the knowledge they gained during the course. Training also includes a visit to another Army post in the Third United States Army area to observe training activities and operational procedures of a WAC detachment and/or a male unit.

Academically, the Officer Candidate Course covers Army management, doctrine and organization, unit administration, military law, leadership, command and staff functions on an

overall orientation and policy level with emphasis on procedures at the unit, company and post levels. Specialized instruction is given in such fields as signal communications, automatic data processing systems, Army information programs, writing, speaking intelligently, emergency medical care, map and aerial photo reading.

In addition, of course, students have drill and physical training, stand inspections and participate in sports and social activities. Appropriate instruction on customs and courtesies of the service, the conduct expected of an officer and the amenities of Army social life is included in the candidate's training to assist in the transition to commissioned status. The course is challenging and demanding but also rewarding in stimulating personal development, self-confidence and maturity. Candidates are continuously observed, evaluated and counseled to prepare each of them to confidently and capably assume the responsibilities and duties of an Army officer.

On graduation day, the candidates take the oath of appointment as second lieutenants in the U.S. Army Reserve before the assembled class and guests. In a joint ceremony with their direct commission classmates they are awarded their graduation certificates and step forward to receive individual class honors and awards. They depart for their first assignments as officers ready for the challenge lying ahead.

Candidate Life

Life at all of the schools for men is similar in most details. The day normally begins at about 0530 hours. Between 0530 and 0730 the candidate has breakfast and prepares his barracks for inspection. He normally attends academic classes from 0800 to 1705 hours during the week and at some schools from 0800 to 1150 hours on Saturday. The time from 1630 to 2200 hours is used for messing, studying, nonacademic instruction, caring for equipment, counseling and visiting exchange facilities. There is a mandatory study period during this time, during which the candidate is required to

be present in his room and engaged in activities in preparation for the following day's instruction.

The candidate's day at WAC OCS begins at 0530 hours. After breakfast and before starting the first morning class, the candidate must prepare her quarters for inspection. Students share a cubicle. In the barracks are study rooms, kitchens and laundry facilities. Furniture is modern and comfortable. Classes are five days a week from 0730 to 1630 hours and include in addition to academic subjects, close order drill and physical training.

Study time for candidates in their final weeks of training.



Study hour - Infantry OCS.



Prayer before meal - Artillery OCS.

LETTER FROM A SENIOR OFFICER CANDIDATE

DEAR OCS APPLICANTS:

The opportunity of attending OCS is not afforded to everyone. Some of you will be

unable to meet the physical or mental requirements. Those of you who do meet the basic requirements probably have many questions you would like answered before making the decision to apply for OCS. As a senior candidate who has been through 21 weeks of a tough 23-week course, I may be able to answer some of your questions.

Those of you who do not have an intense desire to become an officer should forget about applying. Primarily it is this desire that will carry you through your 6 months of training. There will be times when you will feel that you have been subjected to seemingly impossible hardships. Unless you have made up your mind to complete the course before you arrive at OCS, the chances are great that you will not be able to take it.

An important question to those of you who are married is, "Should I bring my wife with me?" If you bring your wife, you must accept the fact that you will be unable to see her as often as you might like. The school will require most of your time and pass privileges are restricted.

You must make the decision whether your family will accompany you. Until the latter phase of the course your life will be highly regimented and you will have little time to spend with your family. You, therefore, must be reasonably self-reliant. If you decide to bring your family, then arrive in plenty of time to get them settled. Once the course begins you won't have time to look after their needs.

Expenses in the school initially, and from month to month, vary with the preparation a candidate makes prior to his arrival at the school. Past experience reveals many candidates have reported to the school with insufficient clothing and consequently have incurred considerable expense to bring their uniform requirements up to standards.

The schools encourage you to report to OCS with sufficient money to get started in the

course. Expenses may include laundry, replacement of unserviceable uniforms, bookstore purchases, social activities and class annual. In order to ease the expenses which will be incurred at OCS by enlisted persons below the pay grade of sergeant E-5, candidates below E-5 will be appointed to pay grade E-5 upon enrollment in an officer candidate school. Commandants of schools concerned are the appointing authorities. Officer candidates will normally be appointed on the date of formal class opening or formal enrollment, whichever occurs first.

Enlisted personnel who were appointed to a higher grade upon entering an officer candidate school, and who fail to complete the course successfully, will be reduced by the School Commandant to the grade held upon entry or to such higher grade as the Commandant considers appropriate.

Make every effort to have your personal and financial affairs in order prior to reporting to OCS. This is important, since successful completion of the course will require your undivided attention. "Should I bring my automobile?" Bring it if you wish, but your chances of using it will be limited due to restrictions. If you bring your car, be sure to have adequate automobile insurance.

Your car must be in good mechanical condition, since it must pass a rigid inspection before being registered. All of the schools require a minimum of insurance coverage. Documentary proof of your insurance company policy number and its expiration date, plus the title of your car, must be furnished to the Provost Marshal at the time of registration.

The physical standards of OCS are high, but they are not unreasonable.

You should be in good physical condition before going to school; however, Officer Candidate School has various methods of developing the physical stamina and coordination of an individual. Physical training begins the day you



Inspection of lower class candidates by TAC officer - Artillery OCS.

start the course. Be prepared to move "double time" for a good portion of the course, and don't be surprised when your company is turned out for conditioning runs at dawn. Scheduled physical training, along with bayonet classes, hand-to-hand combat, obstacle and confidence courses, and combat proficiency tests, will help to keep you physically fit.

The course itself has two aspects: academic instruction and leadership training. Academic training is concerned with classroom work and practical work in the field. Much time and money is spent keeping training aids up to date and training fields elaborately prepared.

These, plus the energy and sincerity each instructor lends to his instruction, help make for perfection. You will benefit by weighing the various officer-type qualities you will observe in your tactical officers and instructors. You will receive leadership training through the company you are assigned to in OCS. All students take turns in filling leadership positions, and they are responsible for the conduct of their respective units. Tactical officers and the candidate peers observe and rate the capabilities of student leaders. It is here that you prove your ability to lead and apply technical knowledge to tactical work. In addition, you prove that you are morally and physically fit to become an officer.

As a candidate you will be under constant observation. This observation is intended to produce pressure and mental strain for the purpose of testing your fortitude, ability, and dependability. Rigid standards are established. The candidate, his equipment, and his barracks must be ready for inspection at all times. There is no rank among candidates. Your title is "Candidate" whether you were formerly a

master sergeant or a private. Everyone wears the OCS insignia and lives the same life. What is the reward for all of this? First, as the course progresses, you develop confidence in yourself and your judgment, and your ability to handle men. Soldiers do not follow an officer who hesitates or does not believe in his own convictions. With the training you receive you will discover that these traits have become a part of you, giving you self-assurance and the ability to cope with any situation.

Then there are the material rewards. You will meet and live with some of the finest men in this country today. During the period from the 15th through the 18th week (depending upon the school which you attend), you will become a senior candidate. While you are in this status, junior candidates will show you the respect and courtesy ordinarily reserved for officers. You will also be given more freedom, and with it will come the added responsibility of performing the duties of an officer, which include assisting junior candidates.

It is 23 weeks of life at "double time," physically and mentally. You are on the go from 0530 until 2200. You are pushed near what might seem a breaking point. A dozen times you'll ask yourself, "What am I doing here?" You won't even approach an answer until the last days of the course.

But there is an answer and you will eventually find it. You find it in your constantly growing fund of knowledge. You find it in the increased confidence you gain, the confidence that you are learning your job and learning it well. And you find it particularly in what you feel when the day finally arrives and you walk out of the auditorium as an officer in the U.S. Army Reserve.

CLOTHING AND EQUIPMENT AND PERSONAL FINANCES

What about sufficient money for haircuts, for insignia, tailoring uniforms, and bookstore supplies? You should bring sufficient money with you to get started in the course. Candidates receive as a minimum the pay of a sergeant, pay grade E-5, while in OCS. Candidates who received the pay of a higher grade prior to enrollment are paid at their former rate. Authorized allowance of individual clothing and equipment, as outlined in Appendix I and II, AR 700-8400-1, as appropriate should be hand-carried by each applicant. There is no time available to pick up baggage from Rail-

way Express Agency, train, or bus depot after reporting to OCS.

If you are short any of the items noted in the above regulation or if the items you have on hand are worn and frayed, replace them prior to your arrival at OCS. This will reduce your initial expenses at the school.

Uniforms should not be tailored except under special circumstances in which a proper fit is impossible otherwise. Changes in weight and general physique normally occur during the course, which nullify any tailoring accomplished prior to arrival.

APPLICATION PROCEDURES

General

1. The prospective candidate's immediate superior is the first link in the selection process. This commander uses all means at his disposal to insure that the individual really wants to become an officer and that he has the necessary leadership potential. Careful selection at this stage is intended to eliminate potential failures and keep vacancies open for better qualified candidates.

2. The fact that the individual meets the minimum requirements is not in itself sufficient evidence to warrant favorable consideration. He must have demonstrated during basic combat training and advanced individual training in the case of the young soldier, or as a soldier after he has completed basic combat training and advanced individual training, outstanding leadership potential, self-confidence, force, and aggressiveness along with a firm determination to become a commissioned officer.

3. Complete information on prerequisites and application procedures is contained in AR 351-5. With the exception of the minimum age,

education and length of prior training prerequisites, OCS requirements and application procedures are substantially the same for both men and women. A male officer candidate must be at least 18½ years of age but must not be over 32½ years of age at the time of enrollment. He may request application papers at any time after enlistment or induction, through normal administrative channels, fill them out, and process them through the normal chain of command. The requirements for entrance into officer candidate schools for men include a minimum of 16 weeks' training. A candidate must complete this training before beginning duty in OCS. A knowledge of FM 22-5 and FM 21-20, which deal with dismounted drill and physical training, will greatly assist the candidate when he arrives at OCS.

4. The Women's Army Corps officer candidate must be at least 19 years and 8 months of age and must not have reached her 33d birthday on the scheduled date of graduation. She must have completed successfully the enlisted 8 weeks' basic training course.

Aptitude Qualification

1. Educational requirements. Male applicants must be graduates of a high school or school of similar level, or must have passed the General Educational Development Test (high school level) of the United States Armed Forces Institute (USAFI). To be eligible for consideration for attendance at the officer candidate course conducted at the U.S. Army Artillery and Missile School, and at the U.S. Army Engineer School, applicants must have successfully completed 2 years of high school mathematics, equivalent or higher level training in mathematics. Documentary evidence of successful completion of either the USAFI Course C 188 or the Artillery Subcourse 526 (Artillery Mathematics) will be accepted as the equivalent of 2 years of high school mathematics for the purpose of this requirement. (Artillery Subcourse 526 is available through the Non-resident Instruction Department, U.S. Army Artillery and Missile School, Fort Sill, Okla., upon request).

Female applicants must have completed at least 50 percent of the academic credits required for a baccalaureate degree from an accredited college or university or must have a Department of the Army 2-year college equivalency evaluation as described in AR 621-5.

2. Mental requirements. OCS applicants must meet the minimum prerequisite standards as specified in AR 351-5.

3. Physical standards. Candidates must be free from any defects which would interfere with the proper performance of their duties as officers. They must meet the minimum requirement for appointment in the Army Reserve

and also meet distant visual acuity requirements prescribed in AR 40-501. Male candidates must attain a score of 300 on the physical combat proficiency test.

College Option

Male civilians who have a baccalaureate or higher degree from an accredited college or university and who meet the other requirements of AR 601-226 may apply under an OCS enlistment option specifically designed for college graduates.

Selection Board of Officers

After application for OCS has been completed and forwarded through normal channels, the applicant will receive notice to appear before a board of officers for a personal interview. During the interview, current events and items of general public interest will be discussed and the applicant will be observed on his reactions, the way he conducts himself, and the logic applied to answers given.

If the applicant meets all of the requirements, he will be notified of acceptance shortly after the interview. If the applicant is rejected he will be so notified.

GRADUATION AND BEING AN OFFICER

Graduation

Graduation is the proudest day in the life of a candidate. After weeks of hard work, reversals, and disappointments, the candidate receives his commission in the U.S. Army Reserve. At the graduation ceremony the top student in the class is designated as the Distinguished Graduate, while other outstanding graduates may be designated as Honor Graduates and Members of the Commandant's List. These officers may apply immediately for direct commissions in the Regular Army and their applications will receive special consideration. The commission the graduate receives on graduation day means that he has been found mentally, morally and physically fit, and that he possesses the leadership qualities and competence needed in the U.S. Army.

Schooling Opportunities

After graduating from OCS, an officer has the same opportunity to attend the numerous Army schools as any other newly commissioned second lieutenant. Male candidates may apply for Airborne, Ranger, Special Forces, or Flight training before they complete OCS. OCS graduates may apply for other courses offered by the Army after assignment to a unit, preferably after at least 6 months of troop duty.

Future Assignment

Of great interest to the newly commissioned officers are their future assignments. Almost all Infantry OCS graduates are assigned as

platoon leaders in infantry, mechanized infantry or airborne infantry units. The majority of Artillery graduates are assigned as forward observers, gunnery officers or battery executive officers in field artillery units. Some graduates are assigned to air defense artillery, automatic weapons or missile units as platoon leaders or gunnery officers. Engineer OCS graduates are generally assigned as platoon leaders in combat or construction Engineer units. OCS graduates who are commissioned in other branches can expect to go to an orientation course at the branch school before assignment to a unit. Some OCS graduates are selected as tactical officers at the Officer Candidate School to train and evaluate new officer candidates. The WAC OCS graduate's first assignment is usually with a WAC unit stationed at one of the Army posts in the United States or as a training officer with the USWAC Center.

Responsibility and Privilege *

There is a common saying in the service, and elsewhere, that greater privileges grow out of larger responsibilities, and the latter justifies the former. This is part truth and part fable.

In the military organization, as in industry, business, and political life, the more important a man's position, the more lavish he is likely to be in his office appointments and living arrangements, and a greater care is apt to be taken to free him of trifling annoyances.

* Extracted from the Armed Forces Officer.



Officer candidate school graduate has her 2d lieutenant bars pinned on by a WAC officer.

Normally, an officer is not expected to buck a chowline, or any other queue in the line of duty, unless he is sensibly in a rush. The presumption is that his time is more valuable to the Service than that of an enlisted man. Normally, an officer is not expected to pitch a tent or spend his energy on any hard labor incidental to housekeeping. Normally, he has greater freedom of action and is less bound by minor restrictions than the ranks.

But the accent in these things is decidedly on the word, "normally." If a messline were in an area under general fire, so that added waiting meant extra danger, then only a coward would insist on being fed first. And while an officer wouldn't be expected to pitch a tent, he would dig his own foxhole, unless he was well up in grade. At that, there were a few high commanders in World War II who made it a point of pride to do their own digging from first to last. Greater freedom of action can go out the window too, for conditions arise particularly in war when freedom of action cannot be per-



Graduation exercises at Infantry OCS.

mitted anyone except the very top authority. When a general restriction is clamped down, the officer caught violating it is in more serious jeopardy than the enlisted offender.

Though it has been said before, even so, it can be said again: It is a paramount and overriding responsibility of every officer to take care of his men before caring for himself. From the frequent and gross violation of this principle by badly informed or meanly selfish individuals comes more embarrassment to officer-enlisted relationships than perhaps from all other causes put together. It is a cardinal principle. Many junior officers do not seem to understand that steadfast fidelity to it is required, not lip service. "And of this," as Admiral Mahan would say, "comes much evil." The loyalty of men simply cannot be commanded when they become embittered by selfish action.

Then how deeply does this rule cut? In line of duty it applies right up to the hilt. When a command is worn, bruised, and hungry, officers attend to their men's creature comforts

and make sure that all is going well before looking to their own needs. If an officer is on tour with an enlisted man, he takes care that the man is accommodated as to food, shelter, medical treatment or other prime needs before satisfying his own wants. If that means that the last meal or the last bed is gone, the officer's duty is to get along the hard way. If a command is so located that the recreational facilities are extremely limited and there are not enough to go around, the welfare of the ranks takes priority over the interests of their commissioned leaders. In fact, it would be more correct to say that the welfare of his men is the prime interest of the officer.

These few concrete illustrations show, in general, what is expected. Once the main idea is grasped, the way of its total application becomes clear. Officers do not go around playing pigtail to enlisted men. They build loyalty by serving the men first when all concerned are following a general line of duty together.

It is an incumbent upon all officers to maintain the dignity of the uniform and prevent anyone from sullyng it. This means not only the dress of person, but the uniform wherever it is worn publicly by any member of the U.S. Armed Forces. Where an offense is committed by a member of some other service and the disgrace to the uniform is obvious, it is the duty of the officer to intervene or to bring about intervention, rather than to walk out on the situation. This calls for judgment, tact, and

nerve. The offense must be real and not simply an offense against one's private sensibilities. Indecencies, exhibitionism, and bawdiness (of such nature that if done on a reservation would warrant trial of the individual for unbecoming conduct) will justify intervention by the officer under public circumstances.

Similarly, any officer has a responsibility to any enlisted man who is in personal distress, with no other means of ready help. Suppose they happened to meet in a strange community. The enlisted man's credentials are shown to be bona fide. He has had his pockets picked or has lost his wallet, or has just missed the train that would have carried him back from his leave on time, and he doesn't know what to do. For any officer to brush off a forthright request for aid or advice under such circumstances is not an officer-like act. If the officer suspects, just from appearances, that the enlisted man is in trouble and somewhat beyond his depths, it will be found that far from resenting a kindly inquiry the enlisted man will mark it to the credit of the whole fighting system.

There are many other minor articles within what is sometimes called the "unwritten code" which help to regulate life in the service, and to sweeten it.

What counts most is not the knowing of the rule but the sharing of its spirit which gives it meaning and makes its proper administration possible.

A FATHER'S LETTER TO A YOUNG SOLDIER*

(Note: Joseph R. Mays, Jr. became a second lieutenant of Infantry upon graduating from officer candidate school at Fort Benning, Ga. Nov. 16, 1967. Here is a letter his father wrote him on November 12.)

Dear Joe—So now you have arrived at that point toward which all your past year's activities have been directed. Good feeling, isn't it? I offer you my most sincere and heart-felt congratulations. You have reached a point which will have a deep and long-lasting effect on the rest of your life, whether you choose to make the military a career or to serve your obligation to your country and then depart the military for other fields of endeavor.

If you choose to remain in the service, you will be respected and looked up to by most people of all walks of life. Since before the days of the Roman Empire, soldiering has been a respected tradition. But you will also suffer many hardships, moments of self-doubt and recrimination, and will be reviled and looked down upon by some members of our present society.

There has always been and will always be a segment of our civilization who are honestly opposed to the military or anything associated with it. No matter how unjust it seems, you will be asked to defend the rights of these people as well as those of your most cherished loved ones. You at times will be ordered to perform acts which may be in direct conflict with your rearing and teachings. There will probably be times when you will be forced to order men to perform acts which are in conflict with their basic nature of self-preservation and protection. These are things you must anticipate and learn to live with.

* * *

You must not expect to get rich in the service of your country.

The pay is good now, the best it has ever been, but you will always be a paid mercenary in the hire of your government. You will never be your own boss and will never know the freedom of choice that is open to men of other walks of life. Military service, by necessity, is restrictive and confining yet there is a peculiar sense of accomplishment and purpose connected with the profession of a soldier. I have never been able to decide whether it is the sense of potential power, the sense of latent violence, or the excitement of knowing that you are a participant in that most deadly game in the world, the killing of man.

Whatever it is, accept, control it, and keep it within bounds of duty and necessity.

Power used for the pure sake of exercising power is a most abominable trait and will gain you nothing but contempt from your contemporaries and devious disobedience from those under you. Violence must be confined to those arenas of honorable combat, whether in a judo pit, a boxing ring, or upon the battlefield, and then used only within the bounds of discretion and necessity. The killing of mankind is an act that is in direct conflict with all that you have been taught in your home, your school and your church. Yet biblical, world and national history is ample evidence of the necessity for the justifiable taking of life.

So, too, is the taking of life deemed justifiable when performed in the absolute defense of the lives of fellow soldiers, in the defense of your country, and in the execution of its policies and lawful orders.

* * *

But before you reach the stage in your military career where you might be called upon to take a life or to order others to do so, you will be forced to exercise some of the power invested in you as an officer in the United States Army. This power is given your office, not to increase your pay nor to make life easier, but to enable you to better serve your country by serving those under your command.

If there was ever a great key to leadership, it is the word and act of loyalty. Loyalty to your country, loyalty to your superiors, and particularly loyalty to your men. Your country has many from whom to demand and expect loyalty. Your superiors in the chain of Army command can also demand and expect to receive loyalty. Your men have only you. You are their hope, their protection from unjustness, their guide and leader, and their sole source of communication with that massive institution called "The Army."

* * *

Don't be soft, don't quibble, don't vacillate and be soft-willed when you know you are right. Forge ahead with the firm conviction that what you are doing, or are to do, is for the best interests of your country, your Army, and your men. Take orders in a spirit of cheerful and willing obedience and expect the same from your men.

Make certain that you establish a rapport and friendliness with every man under your command, a willingness to meet him and talk with him and listen to his problems. Never, however, allow that friendliness to progress to a state of familiarity that will terminate in disgust and contempt.

Most all new officers learn quickly to listen to their superiors. A great many of them never learn to listen to their subordinates and so alienate those very persons upon whom their success depends.

You told me in your last letter that most of the honor graduates in your OCS class were old-time soldiers. It was their experience, not their brains that made the difference. When you report to your new unit, accept the fact that you can learn much from the old soldiers in the unit. Ask

them for help. You will flatter them and they will appreciate the fact that you are trying to learn.

If you doubt me, just try walking up to a man in your platoon and saying "Sgt. Jones, I think you are the best qualified man in the platoon on the .30 caliber machine gun. I want to learn all about it. How about teaching me?"

That is only one of the approaches that will work wonders in securing the help and cooperation of those around you. And never doubt but what you will need their help. Today's modern Army is so complex and so technical that no person will ever know it all.

* * *

And then there's that paradoxical word of advice to all newly commissioned second lieutenants, "Be proud and be humble." Be proud of your achievement in the honorable profession of service to your country. Be proud of your uniform and wear it in a proud manner. Be proud of your outfit and make it proud of you.

But be humble. Be humbly grateful that you were born in the greatest country in the world; that you were reared a God-fearing Christian; that you were fortunate enough to have the opportunity of receiving, and the capacity for absorbing the basis of a good education; that you have attained the status of an officer in the U.S. Army.

It takes a rare combination of luck, circumstance, and hard work to arrive where you now find yourself. It will take the same combination for you to advance further in the military. Circumstances such as the present conflict will enable more rapid promotions. Luck in staying healthy, in avoiding crippling accidents, and in staying alive on the battlefield is a must. But hard work is the true key to success in any endeavor. Don't ever use your commission to avoid work, but look upon your present grade as an opportunity for more and greater achievement through exacting endeavor.

* * *

Most followers will work as much as they are told and then will cease their labors. Your directions, as a leader, will not be nearly so explicit. You will not often be told exactly when, where and how much work to perform. This is one of the greatest pitfalls of new officers. You can "get by" by doing little and keeping your nose clean. It is the officer who uses initiative, imagination, and about 16 hours of work each day who realizes the fruits of his profession.

Those fruits, oddly enough, may seem bitter fruit to some, for they consist primarily of opportunities for the exercise of more initiative and imagination and the devotion of even more hours of work.

For every prerogative of your office, there is a corresponding, even, greater responsibility. Seek out and meet with vigor and enthusiasm, new and ever ascending responsibilities, for this is the pathway to new and ascending positions of trust within the military.

* * *

Can you do all this and keep your sense of humor? Life without surcease from its enormities can be a depressing existence. You must be able to laugh at yourself and with others. It is not uncommon for moments of humor to crop up in even the gravest situations.

Don't be overly impressed with your importance, but maintain your true perspective. You are only an infinitesimal dot on one of the planets in a very minor galaxy of this old universe.

You won't have to learn to play and relax. You have capably demonstrated a unique talent for that in the past. Yet it is important that you not forget that every human needs ample rest and the opportunity to relax. Physical relaxation may take the form of innocuous actions such as sleeping, engaging in sports, or reading. It may also take other more harmful forms. Whatever you do for relaxation, be prudent, and keep your actions within the bounds of common decency.

* * *

Your mother and I have always tried to let you children know in every way possible that we love you, are proud of you, and will be by your side as long as we live. No matter how true, these are still only words. Let us express our thanks to you in making our trust so well-founded, in a little more substantial way. Enclosed is a check. Use it, keep it, blow it, or spend it. It's yours.

Good luck in your forthcoming schooling in the arts and practices of being a paratrooper. I, too, traveled that route a quarter of a century ago and remember with nostalgia the heart-in-the-throat approach to the door of the airplane, the wild tumultuous exit, the exhilarating feel of the wind in your face, the quiet and wonderful solitude of your descent to the ground, the reality of the ground transmitted through the shock of landing, and the tremendous sense of accomplishment that you are just a little above the ordinary soldier.

Love from both of us,

Dad

By Order of the Secretary of the Army:

Official:

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Major General, United States Army,
The Adjutant General.

W. C. WESTMORELAND,
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