U.S. Army Warrant Officer Career College
Fort Rucker, Alabama 36362

Warrant Officer Candidate

Standing Operating Procedure

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The proponent for this SOP is the US Army Warrant Officer Career College, Fort Rucker, AL 36362.

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Commandant

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CHAPTER 1
INTRODUCTION/GENERAL INFORMATION

1-1. **Purpose**. This Standing Operating Procedure (SOP) provides you guidelines for procedures and informs you about restrictions on your activities and conduct while you're a Warrant Officer Candidate (WOC). The restrictions are stated as policy and guidelines. This SOP is not all-inclusive; you may be provided additional written policy and guidelines, primarily through local supplements and policy letters.

1-2. Applicability.

a. **If you're a WOC, this SOP applies to you no matter where you're training or what your training status is (academic setback, etc.).** (Note: If you're attending Warrant Officer Candidate School (WOCS) at Fort Rucker, skip to paragraph 1-3.)

b. If you're attending WOCS at a Regional Training Institute (RTI) site, you'll find that the material in this SOP, in most cases, is written based on the circumstances and facilities at Fort Rucker. Your RTI will modify application of this policy to match the differing circumstances and training schedules at your site while maintaining the intent of the policy. To help you understand how this works, below are two examples of where such modifications might be made. If you have a question about how any information in this SOP applies to you, check with your Primary Training, Advising, and Counseling (TAC) Officer.

(1) Your RTI WOCS program will almost certainly not be organized the same way as the WOCS program at Fort Rucker. However, you should have a well-defined chain of command and should know who's in that chain.

(2) The exact times that WOCs at Fort Rucker are allowed to use cell phones might not be applicable to your site. However, your cell phone use will be limited to certain times.

1-3. Deviation from Policy.

a. With the exceptions listed in the next paragraph, if you fail to follow the policy and guidance in this SOP you'll be subject to disciplinary action; the severity of the action will vary based on the severity of your violation.

b. You may appropriately deviate from policy described in this chapter only if the Commander or the Commander's designated representative approves your doing so or you perceive that an emergency exists that requires you to violate policy to resolve the emergency. A qualifying emergency would be one in which the potential for injury or death or the destruction of property exists.

1-4. Abbreviations, Acronyms, and Definitions. The first time an abbreviation or acronym appears in this SOP, it will normally be spelled out. Additionally, most abbreviations and acronyms are included in Appendix B. If a term needs to be defined, it'll either be defined in the text or you'll be referred to an appendix for a definition. Occasionally, the same acronym will be used for two different terms; for example, "WOC" could be "Warrant Officer Candidate" or "Warrant Officer Company." You can usually pick the appropriate term based on the context of the sentence. One other word about acronym use at WOCS: although technically the word "Officer" should follow the acronym "TAC," you'll find that it's often omitted. Thus, you'll frequently hear or read "Senior TAC," "Primary TAC," and "TAC" instead of "Senior TAC Officer," "Primary TAC Officer," and "TAC Officer."

1-5. WOCS Graduation Requirements, Leadership Award Criteria, Graduation with Honors Requirements, and Distinguished Honor Graduate Requirements. You'll find information on these topics in the Student Evaluation Plan (SEP).

1-6. WOCS Organization. Primary WOCS organizational components and individuals at Fort Rucker are listed below. If you're training at an RTI, you'll receive comparable information from your RTI Cadre on how your program is organized.

a. **Command Section.** The Command Section consists of the 1st Warrant Officer Company (WOC) Commander; the Chief, Leadership Branch/ SR TAC; the First Sergeant; and the Operations Section.

b. **1st WOC Commander.** References to "the Commander" in this SOP are to the 1st WOC Commander or the comparable level commander at the RTIs.

c. **Senior Training, Advising, and Counseling (TAC) Officer.** The Senior TAC Officer supervises your Primary TAC Officer, ensures that all the TAC Officers are qualified and trained to train you, ensures that TAC Officers take a standard approach in training Candidates, and advises the Commander on recommended changes to the training program and Candidate actions. Additionally, this officer ensures standardization of the enforcement of company policies.

d. **Chief, Academics Branch**. The Chief, Academics Branch, advises the 1st WOC Commander; supervises all branch personnel; oversees the implementation of the WOCS program of instruction; revises education, training, and development materials; and exercises decision authority for all WOC academic grading disputes and testing reclamas.

e. **Primary TAC Officer.** Your Primary TAC Officer is the Officer who directly supervises your training. When this SOP

indicates that you must submit a request, do so via a memorandum addressed to your Primary TAC Officer unless instructions indicate otherwise. If the Primary TAC Officer needs to send your request to someone else for action, he/she will know to do that. For training purposes, you may be required to address your request to and through other Officers in the chain; this SOP or a policy letter will provide instructions for you to do so should that be necessary.

f. **TAC Officers.** In addition to your Primary TAC Officer, other WOCS TAC Officers assist with your training and the assessment of your progress.

g. **Training Team.** Your Training Team consists of the TAC Officers who will be working with your class and your Class Academic Advisor.

h. **Distributed Learning (DL) Section.**

1-7. Phases of Training. Candidate training is divided into three distinct phases, each of which emphasizes different aspects of leadership development. Although you may have already completed the Junior Phase, you're being provided this information now because understanding all three phases will help you see the big picture and more accurately evaluate the relevance of the phase you're in at a particular time.

a. **Junior Phase.**

(1) The Junior Phase for E-5s (WLC graduates) and above is the dL module.

(2) The Junior Phase of the 6-week course emphasizes Candidates' ability to function in a mentally and physically demanding, fluid environment. The phase is a period of anxiety and insecurity for Candidates; it's a time to adapt to a new, disciplined environment. Candidates must quickly learn new rules and policies and demonstrate that they can maintain a positive attitude in the face of hardship, stress, and adversity. During this phase, TAC Officers evaluate Candidates' attitudes, educate them about desired Officer leadership traits, and teach and evaluate them in the following areas: qualities of moral integrity; ability to maintain strict discipline; physical and mental toughness; reaction speed; assertiveness; grasp of command responsibilities; ability to rapidly respond; persistence in the face of difficulties; mission accomplishment; and ability to lead others to develop these qualities and understand these responsibilities and requirements.

b. **Intermediate Phase** E-5s (WLC graduates) and above begin this phase when they start resident training; Candidates who complete the Junior Phase in residence enter the Intermediate Phase on approximately the 12th day of training. During this phase, although Army values and desired Officer attitudes are still communicated, trained, and instilled, emphasis is placed on required direct leadership level skills and actions. Efforts to train Candidates to build teams and solidify team cohesion are intensified. The class takes on a unique identity. This phase serves as a period of transition in which Candidates are allowed to move closer to the self discipline that will be required of them as Officers—the "test" is not over, it has just changed. This phase includes field leadership opportunities for Candidates during a 5-day field leadership exercise (FLX). (Note: For RTI Candidates, the FLX occurs during the Senior Phase.)

c. **Senior Phase.** Resident Candidates enter the Senior Phase approximately two weeks after entering the Intermediate Phase; for RTI Candidates, the Senior Phase is the 15 days active duty for training (ADT) following the inactive duty for training (IDT) weekends. During the Senior Phase, Candidates are faced with greater responsibility, and Cadre Officers have greater expectations of the soon-to-be Warrant Officers. During the other phases, Candidates have progressed from a state of "external discipline" to one of "self discipline"; they have progressively had to do more and more on their own. Now, emphasis is placed on developing Candidates' Officership and mentorship skills. Additionally, during this phase, efforts are directed at helping Candidates complete the program on a motivational high note.

CHAPTER 2
POLICY

NOTE: Throughout this chapter, the terms "Commander," "Deputy Commandant," and "Commandant" are used to specify the appropriate official for different actions pertaining to such things as granting Candidates privileges and eliminating Candidates. These terms are applicable to WOCS at Fort Rucker and some of the RTIs, but it's possible that not all RTIs will have the same chain of command titles; in such cases, the terms should be interpreted to mean the officer who is filling the RTI leadership position that's equivalent to the listed position. *In no case should the RTIs interpret the guidance to indicate that RTI Candidate actions will be processed by individuals in the Fort Rucker WOCS chain of command.*

2-1. Uniforms and Appearance. You, as do all Soldiers, must comply with AR 670-1, Wear and Appearance of Army Uniforms and Insignia. However, as a Candidate, you're expected to comply so meticulously that you set the example for other Soldiers. Additionally, you're required to comply with the following WOCS-unique guidance on uniforms and appearance.

a. Your class must always present a uniform appearance. For example, if headgear is optional, either all of you or none of you will wear headgear.

b. You must have all uniform items specified in this SOP and the student orientation pamphlet; uniform items you display must be clean and neat and ready for immediate use.

c. Rotate your uniforms, to include undergarments, as necessary to meet health, hygiene, and appearance standards. You may wear a uniform more than one day without laundering it as long as it meets appearance and serviceability standards.

d. Wear ID tags with all uniform combinations.

e. Wear headgear when you're outside unless you're wearing the Improved Physical Fitness Uniform (IPFU) or you're in the class grove area. Sentries must wear headgear.

f. Carry your WOC wallet when you're wearing the following uniforms: ACU, Class A, Class B, or modified IPFU (described below); your wallet must contain the following items: one Spot Report, one handkerchief, one black ink pen, one mechanical pencil, one highlighter marker, one notebook, one set of orders, and an ID card. You may also have laundry slips, feminine hygiene products, one bank or ATM card, and no more than $150 cash.

g. Wear at least the minimum uniform (described below) unless you're changing clothes or showering. Stated differently, you will wear some version of the uniform during your entire time at WOCS unless you're changing clothes or showering. Thus, you **will not** wear civilian clothing; you must store all civilian clothing in the class security room.

h. Uniforms you'll wear while at WOCS are listed below; instructions on when to wear which uniform and wear guidance that's in addition to AR 670-1 guidance are included.

(1) ACU. This uniform, with pistol belt and filled canteen, is your normal duty uniform. Wear it at all times, to include when using post facilities outside the unit area (described in a policy letter), unless another uniform is appropriate according to the following paragraphs.

(2) Class A and B uniforms. Wear the Class A uniform during graduation and either the Class A or Class B uniform to religious services or when going off post. The Commander stipulates the appropriate uniform when authorizing Candidates to go off post. When wearing the Class B uniform, wear a tie or neck tab.

(3) Improved Physical Fitness Uniform (IPFU). The IPFU is the minimum required uniform. Wear it for Company formations, scheduled physical training, and, if authorized to do so by the Primary TAC, in the unit areas after evening meals and on weekends. Guidelines for wearing this uniform, authorized variations in the way it's worn, and approval authorities for different configurations follow:

(a) The Commander may authorize you to wear the class shirt in place of the IPFU T-shirt.

(b) Candidate staff (C-Staff) specifies the IPFU configuration (short or long sleeve T-shirt, jacket, etc.) for Company level formations, TACs specify the configuration for scheduled physical training, and the Primary TAC specifies the configuration for wear with the modified IPFU (see (e) below) in the unit area.

(c) The only time you are allowed to wear shower shoes with the IPFU is while you're on your barracks floor, going to or from the latrine or posting for lights out.

(d) Sleep in your IPFU without footwear—socks are optional. If there is a fire, fire drill, or another emergency requiring you to exit the building during sleeping hours, put on your gym shoes and exit the building. Depending on where you're attending WOCS, the weather conditions, and local command policy, you may also be required to wear the IPFU jacket and trousers when you evacuate a building. **(Note: In case of fire or comparable emergency, safety is always the most**

important consideration; you should always take the safest course of action and deal with deviations from this guidance at a later time.)

(e) With your Primary TAC's authorization, you may wear the IPFU in the unit area after the evening meal and on weekends with the following modifications: headgear, pistol belt with canteen, and wallet. Additionally, with your Primary TAC's authorization, you may wear the class shirt and hat with this configuration.

i. Observe the following WOCS-unique and additional guidance on grooming and hygiene:

(1) You **will not** have a mustache.

(2) You **will not** wear hair curlers outside the class billeting area except during emergencies and fire drills that require you to evacuate your billeting area.

(3) Shave prior to daily physical fitness training.

(4) Brush your teeth prior to daily physical fitness training.

(5) Shower and apply deodorant after physical fitness training.

j. You **will not** lean against walls, buildings, or other stationary objects; sit on steps or tables; place your feet on furniture; or lean back in chairs.

2-2. Attendance/Accountability. WOCS must be able to account for you at all times. Additionally, since you are in a controlled environment, restrictions apply to where you're permitted to be and what you may do in those areas. To ensure accountability and application of restrictions, the following definitions and policies apply:

a. You **will not** leave the immediate unit area (described in a Company policy letter) for any reason other than to attend scheduled training without your Primary TAC's authorization. Additionally, if you wish to leave Fort Rucker, you must have the Commander's approval. In either case, you must sign out with the COD in bldg 5801 and log your departure and return in the Company log located adjacent to the Candidate Officer of the Day (COD) desk and display a locator card as specified in Appendix G.

b. Your class must report to your Primary TAC, or if your TAC is unavailable, to another Cadre Officer when going to or from scheduled training. Do not leave the academics building unless your Primary TAC has coordinated with the Academics Branch Chief or Operations Officer for you to do so.

c. With your Primary TAC's approval, you may use the following post facilities: Mini-Mall, Mini-Mall Barber Shop, Clothing Sales, Laundry, and facilities where the installation Chaplaincy conducts religious services. Your Primary TAC may also authorize you to use other post facilities on official business.

d. If you're in training during the Christmas/New Year's period, you may take ordinary leave if the Commander approves it; you will not be permitted ordinary leave at any other time.

e. Policy pertaining to passes you might be granted, other than the senior reception pass discussed below, is covered in a Company policy letter.

f. The Company Commander may grant your class a senior reception pass; it's normally granted for the evening of the senior reception. The following guidelines apply to the pass:

(1) It's not automatic; classes must request it.

(2) The Primary TAC will announce specific guidance concerning required uniform, use of vehicles, geographic limitations, and time limits for the pass.

(3) While on the pass, you may use public establishments (hotels, motels, and restaurants) within the local military and civilian areas (generally the Daleville, Dothan, Enterprise, and Ozark areas). However, you **will not** visit nightclubs or bars or consume alcohol or tobacco products. Violation of this policy is grounds for elimination.

(4) You must provide the class leader detailed information on how to reach you if you use this pass. Provide a contact phone number, planned location addresses, and room number. Class leaders must consolidate this information and provide it to the Primary TAC.

(5) When your class is granted the senior reception pass, you're allowed to remove your vehicle from the storage lot and use it following completion of the class's after action report (AAR). You may request approval to remove your vehicle from the storage lot early; if you receive approval, you may drive it only to a parking lot in the vicinity of the unit area and park it until after the AAR.

2-3. Guidons, Class Mottos, and Designs.

a. Classes must display their guidons any time they're not in formation in the unit area. Starting at 0500, classes display guidons in class shadow box holders; after 1915, classes display guidons inside the unit headquarters building. When classes are at the dining facility, they display guidons in appropriate holders in front of the dining facility. During severe weather, guidons are not displayed; they are disassembled and carried.

b. The Commander may award guidon streamers for overall class performance that **exceeds** standards of excellence. Streamers are displayed on the class guidon in the order of award. Streamers that classes may be awarded and criteria for award are as follows:

(1) An **Academic Streamer** is awarded to a class after the second exam if no one in the class has failed an exam and the class's overall academic average is at least 90 percent (APFT scores are not included in computing the average). The class keeps the streamer as long as it meets these criteria (90 percent average, no failures). To justify award of the streamer, the Primary TAC submits the Commander a copy of the academic evaluation work sheet and each revised work sheet reflecting the class's 90 percent or higher average. Should a class's academic average drop below 90 percent or a Candidate in the class fail an exam, the Primary TAC returns the streamer to the Commander.

(2) An **APFT Streamer** is awarded to a class if all Candidates in the class score at least 240 points on a scheduled APFT and the class average is 270 points or greater. The scores of Candidates with temporary or permanent profiles which preclude them from taking one or more APFT events are excluded in determining eligibility for this streamer. When a class qualifies for this streamer, the Primary TAC submits the Commander a copy of the APFT Results Worksheet reflecting eligibility.

(3) An **Esprit de Corps Streamer** is awarded as follows (listed criteria not all inclusive):

(a) Classes must submit typed requests for award of the streamer to the Commander through the Primary and Senior TACs, both of whom must recommend approval. The request must be submitted in time for the class to receive the streamer during their senior training phase.

(b) For a class to qualify for the streamer, none of its Candidates can be on Senior TAC's or Commander's probation.

(c) Factors the Commander considers in deciding to award this streamer include such things as the fervor and spirit with which a class approaches special and everyday tasks, class members' adherence to this SOP and other Company policy, the degree to which class members demonstrate military courtesy and bearing, and the class's attitude as indicated by such things as team effort in completing community and class projects and improving the Company area. Consistency in all these areas is important.

(4) An **Outstanding Sign Streamer** is awarded for exceptional craftsmanship/design and presentation of a class's sign and shadow box. Classes that initially fail to qualify for the streamer may request it later if they believe they have become qualified.

(5) The **WOC Olympics and Tug of War Streamers** are awarded classes that are victorious in these events.

(6) The **Warrior Excellence Streamer** is awarded to a class that meets the following criteria in completing the FLX: 80% of class members complete the TA 34 Orienteering Course within 3.5 hours and the remainder of the class completes the course within 4 hours; 100% participate in the Warrior Tasks and Battle Drills conducted during STX Lanes; and 100% complete the Tactical Road March within two hours. When a class fulfills these requirements, the Primary TAC Officer submits a request through the Senior TAC to the Commander for presentation of the streamer.

c. The subject matter for mottos and shirt, sign, and rock designs, as well as sign sizes, must be approved in advance by the Primary TAC. Pictures, words, and other such materials must be in good taste and not reflect unfavorably on the WOCS.

2-4. Senior Status. After successfully completing the Field Leadership Exercise (FLX), exam 2-2, and the TA-50 serviceability review, you enter senior status unless you're on a punitive probation. "Senior status" is not the same as "senior phase"; you may be in the senior phase of training without having senior status. You may also qualify for senior status and then lose that status. The following guidance applies to senior status with exceptions noted for Candidates who are in senior phase but not in senior status or who lose senior status. (The Primary TAC will provide additional guidance.)

a. When you qualify for senior status, you change your insignia to the non-subdued insignia. If you enter the senior phase but **do not** qualify for senior status, continue to wear subdued insignia. If you qualify for senior status and then lose senior status eligibility, you revert to the subdued insignia.

b. As a senior status Candidate, you **will not** harass junior or intermediate phase Candidates. Additionally, you **will not** visit their floors unless you receive directions and specific guidance for the visit from your Primary TAC.

c. In senior status, you will be afforded certain courtesies by junior and intermediate Candidates: they will assume a position of "Parade Rest" or "At Ease" when talking to you, address you as "ma'am" or "sir," and salute you as they would salute their senior officers in a non-training environment, e.g. at a normal distance applying common sense as to when saluting is appropriate.

d. The only privileges you receive in senior status are the ones listed in (1) through (3) below plus any additional

privileges the Primary TAC chooses to add such as extended time for personal phone calls; the Primary TAC's decision to award additional privileges will be based on your class's performance and its esprit de corps. **Do not** assume you have other privileges such as relaxed standards for maintaining your room and equipment or that your class has relaxed standards for maintaining common areas. To the contrary, your room and equipment and your class's common areas must always meet standards, and the training team will spot check to ensure compliance. If you fail to meet standards, you may lose privileges, receive probation, and/or be placed on probation.

(1) You will be excused from running in the Company area.

(2) You are granted the senior reception pass (discussed elsewhere in this SOP).

(3) You may be released early from common areas by class leadership if your class has cleaned the area to standards prior the end of the scheduled cleaning period. Common area standards do not change. If your class doesn't maintain its common areas to standards, it may be placed on intermediate status.

2-5. Religious Services and Practices.

a. You may attend on-post religious worship services offered by the installation Chaplaincy. If you do, you must go directly to and from the services with no intermediate stops unless you've received prior TAC team approval to do otherwise. You **will not** conduct personal business during religious services. Although you may sit with your family members during services, you **will not** visit with them before, during, or after services for any purpose other than worship.

b. You may request accommodation of your religious practices. If you do, the Commander will consider your request based on your demonstrated sincerity; the religious basis for the accommodation; and the impact the accommodation will have on unit readiness, cohesion, standards, health, safety, and discipline. The Commander will provide you a written decision on your request. If the Commander is unable to approve your request, you may request administrative action which may include, but is not limited to, reassignment, reclassification, elimination, or separation (reference AR 600-20).

2-6. Mandatory Study. In addition to the Training Schedule, your class leadership or Cadre Officers may designate mandatory study times. When they do, you must use the time to study. The only materials authorized for study during a mandatory study period are this SOP, student handouts, notes, other materials from Academics, class assignments, and other official Army publications. You **will not** use the time to prepare for reviews or to prepare memorandums, essays, or otherassignments you've been assigned as additional/corrective training.

2-7. Computer/Internet Use.

a. Unless you are authorized to do so by the Commander, you **will not** use computers or the Internet, even for class and additional duty projects. Once your class has been authorized to access the Internet, access to the computers must still be approved by the person in charge of the classroom (Cadre/Academic Instructors). **Only the Commander may grant exceptions to or change this policy.**

b. You **will not** reconfigure or change settings on Warrant Officer Career College (WOCC) computers.

c. You **will not** save your work to hard drives unless directed to do so by TAC Officers or Academic Instructors.

d. You **will not** connect data storage media to WOCC computers; this would include, but is not limited to, personal flash drives, external hard drives, MP3 players, and digital cameras.

2-8. Phone Use.

a. **Any time the word "phone" is used, it applies to any type phone, to include cell phones.**

b. **Only the Commander or Senior TAC may change, rescind, or make exceptions to phone use policy.**

c. **Failure to follow instructions in this SOP or guidance from the Commander or Senior TAC for phone use will not only be considered a failure to follow policy, but could also be an honor code violation and make you subject to possible elimination or training setback.**

d. Except for emergencies, you will not be granted any personal phone privileges until you reach the intermediate phase of training.

(1) Phone use privileges are not automatic; only the Commander or Senior TAC may grant phone privileges.

(2) The Commander will normally grant exceptions to phone use policy on a case by case basis.

(3) Candidate Staff personnel are authorized to carry cell phones on their person for official business. However, they will not under any circumstances allow another candidate to use their phone.

e. Once your class receives phone privileges, you **will not** use a phone **at any time excep**t during a 30-minute period on Wednesday evenings and Sunday afternoons; when your class is granted privileges, the exact times for the 30-minute

periods on those days will be specified.
f. You may make personal calls only on a pay phone in the unit area or on your cell phone when you're in the grove or pavilion; you **will not** make phone calls while in your barracks room.

(1) Candidates assigned to 1st WOC have priority over Candidates assigned to HHC for using 1st WOC area pay telephones.

(2) A 5-minute use limit is in effect if other Candidates are waiting to use pay phones.

g. The C-Staff will assist Cadre Officers in monitoring to ensure compliance with phone use policy.

h. The following additional special guidelines apply to possession and use of cell phones:

(1) Your Primary TAC will collect and store all cell phones: when your class receives phone privileges, your phone will be returned to you.

(2) Provide your class S-2 Officer your cell phone number to include the area code; the S-2 Officer will consolidate information for your class and provide it to the Primary TAC.

(3) Once your cell phone is returned, you must keep it turned off and secured in your personal security area (PSA) except during authorized use times or when you remove it for charging. Unsecured cell phones and cell phone chargers will be treated as violations of physical security.

(4) You may text message, but **only** during authorized phone use times.

(5) You **will not** take cell phone pictures of Candidates, training materials, or training activities.

(6) You **will not** talk so loudly on your cell phone that you distract or annoy others.

(7) Charge your cell phone only when you're in your room after lights out; turn it off while it's charging.

(8) You **will not** attach cell phones to your belt or wear ear pieces, headsets, etc. with it.

2-9. Visitors and Visitation. You're prohibited from having visitors unless the Commander authorizes you to do so; visitors are persons, military or civilian, who are not assigned or attached to the Warrant Officer Career College (WOCC). This prohibition applies to family and friends "visiting from afar" (e.g. by using parking lots in the unit area).

2-10. Interaction among Candidates. You **will not** talk to or interact with Candidates in other classes except on official matters, and then only if directed to do so by a Cadre Officer or your C-Staff. You **will not** interact for any reason with Candidates who are not in training, e.g. Candidates assigned to HHC, Candidates on administrative hold, etc.

2-11. Privately Owned Vehicles (POVs). If you have your POV, you must display a POV ID card, completed according to HHC instructions, in the lower left corner of the windshield. You must park your POV in a designated, secure parking area, ensure pilferable items are not visible in the vehicle, and lock it. Once you start training, your POV is off limits, and you **will not** remove it until you're authorized to do so either the day prior to or the day of graduation.

2-12. Alcohol and Tobacco Possession/Use. You **will not** possess or use alcohol or tobacco products. If you smoke, you're encouraged to use a patch or other aids to curb your desire to smoke.

2-13. Food and Beverages. Unless your Primary TAC authorizes an exception, you **will not** store, consume, or purchase food or beverages. Discourage your family and friends from mailing you food packages.

2-14. Gambling and Hitchhiking. You **will not** gamble or hitchhike.

2-15. Solicitation. Uncoordinated solicitation is prohibited in the unit area. You will not act as an agent for any activity or organization with the intent to sell a product or service to another person, nor will you deal with any salesperson or agent within the unit area. If you see a solicitor in the unit area, stop the person, ask for his/her name and Company, and politely ask the person to leave the area. Then immediately report the incident to a Cadre Officer.

2-16. Radios and Portable Music Players. You **will not** use radios until you reach senior status; once you reach senior status, you may request authorization through your Primary TAC to use your radio, without headphones, during personal time. If you receive approval, you may play your radio only in your room, and you must keep the volume low enough that it does not disturb other Candidates. Keep it secured when you're not using it. Through a special request memorandum (see chapter 4 for instructions on writing memorandums), your class may request the Primary TAC's approval to use the Candidate radio during a class car wash. You **will not** use portable music media such as CD and MP3 players.

2-17. PCs and PDAs. You **will not** possess a PC while in WOCS. Additionally, you normally will not possess a PDA. However, as an exception, you may have a PDA that was issued to you by your organization or employer to assist you in your duties. In such cases, you may use the PDA

only IAW the phone use policy explained above. For

exceptions to policy on using it, you must request and receive approval from your primary TAC Officer.

2-18. Weapons. You **will not** possess personal firearms, knives, or other items that a reasonable person might consider as weapons. If you have any of these items when you arrive, you must secure them IAW the HHC Standing Operating Procedure (SOP).

2-19. Personal Funds. You may have up to $150 on your person and up to $200 in your PSA at any time; the $350 limit applies to cash and other negotiable instruments such as travelers' checks. The Primary TAC may permit exceptions to these limits on a case-by-case basis. Other than cash you have in your WOC wallet, you must secure cash and negotiable instruments in your PSA at all times.

2-20. Medications, Injuries, and Illnesses. If you take medications, whether prescription or over-the-counter drugs, you must prepare a medication card IAW Appendix G and submit it to your Primary TAC for approval. You **will not** take over-the-counter drugs for an illness or treat an injury for longer than 72 hours. If you have an injury or illness that lingers longer than 72 hours, you must go to sick call for treatment. You **will not** share medications or dispense them to other Candidates. You may take "non-candy" vitamins or multi-vitamins on a recurring basis for longer than 72 hours, but you must post that information on your medication card. You **will not** take vitamins that contain stimulants such as caffeine, ma-huang, kola nut, guarana, or ephedrine.

2-21. Fundraisers and Class Funds. Your class will organize and conduct fundraisers to raise class funds. However, the Primary and Senior TAC Officers must concur and the Commander must approve any fundraisers your class wants to conduct. Class funds your class raises are used to pay for class social functions; to help purchase the class guidon, class shirts, hats, and Gym Shoe Laces (GSL); and to make approved charitable donations. The Primary TAC must approve all purchases made from the class funds. The class fund account is used to temporarily hold the proceeds of fundraisers for charitable contributions until the date of presentation is arranged. (See chapter 3 for more information on fundraisers.)

2-22. Academics.

a. You must study, understand, and retain instruction presented to you in different mediums; this is in keeping with one of your principal responsibilities—taking an active role in your leadership development.

b. On academic matters, you are bound by the honor code (see chapter 6).

c. Your class schedule is directive; thus, you must follow it and be at your appointed place of duty at the appointed time. The Primary TAC Officer distributes schedules to your class leadership.

d. You must prepare for each class, to include completing reading assignments prior to a period of instruction.

e. You must meet all required performance objectives.

f. You must be present for academic examinations unless you are absent for approved emergency reasons such as medical treatment; reschedule routine medical and dental appointments that conflict with scheduled examinations.

g. You may request that a test be re-graded if you believe it was graded incorrectly. Submit the request in memorandum format during normal duty hours on the same day that the examination was administered.

2-23. Readiness Reviews. TAC Officers and Candidate leadership conduct readiness reviews to determine how well you meet individual readiness standards in areas such as appearance, room maintenance, initiative, etc.

a. Based on the results of readiness inspections, you will be awarded merits or demerits; see Appendix B for a definition of these terms and the number awarded for various results. Cadre Officers will consider your merits and demerits when they evaluate your leadership effectiveness, and you are expected to use them as tools for learning and improvement.

b. For failing to meet standards on readiness inspections, you, either individually or as a member of a Candidate organization (class, squad, etc.), may be counseled and/or lose privileges. Additionally, you and the entire organization you're assigned to (class, squad, etc.) may be directed to complete corrective training as a result of receiving too many demerits for failing to meet readiness standards.

c. You are responsible for your room in the barracks; you and your roommates have a "corporate" responsibility to ensure the room meets standards. Unless a commendable item or a deficiency is clearly the responsibility of one Candidate, merits or demerits will be awarded to all room occupants.

d. Each squad is responsible for one or more class and Company common areas. Unless a commendable item or a deficiency is clearly the responsibility of one Candidate, merits or demerits will be awarded to all squad members. However, squad leaders may receive additional merits or

demerits if their leadership is considered a factor in the commendable or deficient item.

2-24. Care and Maintenance of Government Property. You must properly maintain government property. If you damage or destroy it, either willfully or through neglect, you're financially responsible. Following is guidance, to include instructions for room arrangement, on how you and your classmates are to maintain and use specific government property in the WOCS areas.

a. **Furniture.** You **will not** remove furniture or equipment from rooms without the Primary TAC's approval; if you wish to move it to another barracks floor, you must get prior Senior TAC approval.

b. **Buffers.** Use 2-person teams to operate buffers, one Candidate to operate the buffer and one to hold the cord to prevent it from being pulled from the electrical outlet. Report inoperable buffers, damaged electrical cords, and damaged outlets.

c. **Construction and Modification Projects.** You **will not** construct or modify facilities, to include painting items located in the unit area, unless you have approval from the Senior TAC, 1SG, or Commander.

d. **Beautification Projects.** Classes are frequently assigned beautification projects. Completing these projects not only makes government facilities and grounds more attractive, but doing so also provides classes an opportunity to demonstrate team work and esprit de corps. Classes are expected to complete such projects on time while ensuring their work meets standards for enhancing the appearance of the area.

e. **Occupied Barracks Rooms.** Your room must meet high standards, no matter which training phase you're in; it's subject to inspection at any time. You and your roommate(s) must maintain your room as follows:

(1) Display a Room Occupancy Card (ROC) IAW Appendix G.

(2) Keep your room free of debris, keep your floor clean and waxed, and keep your blinds and the inside of your windows and screens clean.

(3) Close and lock your windows when the air conditioning/heating units are operating properly and when the barracks are unoccupied. Your Energy Conservation Officer may request authority for the class to deviate from this policy when different procedures would facilitate maintaining a more comfortable barracks environment.

(4) Except when you're changing clothes, keep your blinds open from the time you complete morning personal hygiene activities until dusk; adjust the slats so they're parallel to the floor and position the bottom of the blinds on the window ledge. Always close your blinds when you're changing clothes. Your Energy Conservation Officer may request authority for the class to deviate from this policy when different procedures would facilitate maintaining a more comfortable barracks environment.

(5) Keep items you're required to display clean, neat, serviceable, and ready for immediate use.

f. **Common Areas (see Company policy letter).** Common areas exist in the Company area and in the Academic building, and include such areas as latrines, hallways, foyers, stairs, security rooms, supply closets, Cadre offices, classrooms, dayrooms, outside areas, and unoccupied rooms

(1) General instructions for maintaining common areas are as follows:

(a) When you're assigned to a common area detail, you're expected to do your part to ensure that the area is maintained to standard.

(b) Based on Senior TAC guidance, C-Staff will assign your class specific areas of responsibility in the Company common areas; the CCS, in coordination with the Company First Sergeant, sets standards for how your class is to maintain its areas and class leadership ensures the standards are met.

(c) The Primary TAC assigns responsibilities for the Academic building common areas.

(d) You may use only government-issue cleaning materials; using additional cleaning materials such as toilet seat covers for buffing is strictly forbidden.

(2) Keep **material shelves** neat and orderly. Review Company policy letters for detailed information on what may be stored on material shelves and how buffer brushes are to be maintained on the shelves. Your class standardization officer will assist leadership in ensuring your class complies with this policy.

(3) As a minimum, empty and clean **trash cans** and replace plastic bags before the breakfast formation. Use common sense; if a can is full, empty it.

(4) Maintain **Latrines** as follows:

(a) Clean, dry, and close shower curtains; clean and dry sinks inside and outside; clean commodes and urinals inside and outside (you **will not** use urinal cakes in urinals without catch screens); clean and highly shine mirrors; and clean and highly shine any unpainted metal.

(b) Leave latrine stall doors open with commode seats up, ensure drain covers remain in place, and turn off lights when the latrine is unoccupied.

(c) Ensure that toilet paper dispensers contain toilet paper, installed so it unrolls over the top away from the wall; that a bar of soap is on each sink; and that paper towels are readily available.

(5) Set up and maintain **class security rooms** as follows:

(a) As you and your classmates set up the room, keep it clean and neatly arranged.

(b) Once your class has completed storing items and setting up the room, you will not be allowed access unless you have strong justification with the following exceptions: you will be allowed to retrieve your cell phone when you receive phone privileges and to retrieve your extra pair of boots for field use.

(c) Tag bags and suitcases for identification and place personal items inside them; tags are available from unit supply.

(d) Prepare two copies of a list (inventory) of the contents of each bag or suitcase you place in the security room; note items valued at more than $50. Provide one copy of your inventory to the Primary TAC and maintain the other. Update your inventory as necessary.

(6) Maintain **unoccupied rooms** as follows: doors closed; ROC posed IAW Appendix G; wall lockers empty with doors closed; desks empty with drawers and desk tops closed and chairs centered and grounded to the desk drawers; windows clean and locked; and blinds clean and open with slats parallel to the floor and bottom resting on the window ledge.

(7) **Academic building** common area cleanliness is the responsibility of the junior class when one is in session; otherwise, the intermediate class is responsible. As a minimum, cleaning will include the following: the stairwell leading to the coffee/vending machine area will be swept; floors in the coffee/vending machine area and the latrines will be swept and mopped; toilets, urinals, sinks, and mirrors will be thoroughly cleaned; and the vending and coffee machines, condiment table, storage containers, and, as needed, recycle bins will be wiped down.

2-25. Cadre Offices. Cadre offices are off limits unless you are requesting specific guidance from Cadre, reporting to Cadre Officers, conducting assigned additional duties that require use of Cadre offices, or are an assigned member of a detail that requires access to a Cadre office to perform its responsibilities.

2-26. Discipline.

a. **Uniform Code of Military Justice (UCMJ).** As a Soldier, you are subject to the UCMJ whether you're on active duty or active duty for training. If you commit a serious offense, flagrantly violate unit policies or procedures, or demonstrate inappropriate behavior, you are subject to punishment under the UCMJ. If you are punished under the UCMJ, you will be eliminated from the WOCS.

b. **Responding to Infractions.** Cadre Officers may correct you on the spot if you commit a minor infraction such as failing to give the proper unit greeting or failing to button a uniform pocket, and they may require you to take corrective action when you violate administrative procedures or policies.

c. **Recording Infractions.** Cadre Officers will record your more serious infractions on Leadership Development Program (LDP) forms. If you commit an infraction which could be considered grounds for setback or elimination (covered elsewhere in this chapter), Cadre Officers will record the infraction and recommend appropriate disciplinary action to the next higher level in the chain of command.

d. **Disciplinary Actions.** When you violate policy or procedures, you are subject to any of the following actions:

(1) **Verbal reprimand.** The intent of a verbal reprimand is to help you understand your violation and what you must do to avoid repeating the same violation.

(2) **Formal counseling.** Cadre Officers may formally counsel you or refer you for counseling to Cadre Officers higher in the chain of command ("**referred counseling**"); the counseling is documented on an informal memorandum, an LDP form, or a Developmental Counseling Form (DCF) DA 4856.

(3) **Written assignment.** You may be required to complete a written assignment not to exceed 500 words; the assigning officer will specify the topic and length of the assignment. You may be assigned more than one writing assignment a week; however, you will be allowed a minimum of one work day for each 500 words of your writing assignments. For example, if a TAC assigns you a 500-word essay and then the Senior TAC assigns you another essay of any length on the same day, you will have two duty days to complete the essays; the first allowed duty day will be the day following the day you were assigned an essay. Your content, grammar, and punctuation will be critiqued, and, if you make gross errors or do not adequately address your assigned topic, you'll have to redo the essay. You cannot work on writing assignments during study time or common area cleanup time.

(4) **Oral presentation.** You may be required to make

an oral presentation. The assigning officer will specify topic, length, and audience for your presentation. Again, you may be assigned multiple oral presentations on the same day; you will be allowed a minimum of one duty day to prepare for each 10 minutes of the assigned length of presentations.

(5) **Corrective physical training.** Cadre Officers may require you to perform physical training tasks as specified by FM 21-20 (e.g., 10 push-ups, flutter kicks, etc.). You will not be assigned physical training that exceeds your physical capabilities nor will you be required to complete more than 10 repetitions of any exercise. You'll be required to perform the exercises in the presence of the Cadre Officer assigning the corrective training who will subjectively assess the adequacy of your performance.

(6) **Disciplinary Tour (DT).** The 1st WOC Commander may issue DTs for violations of policy and procedures; you will perform DTs IAW unit policy.

2-27. Probation.

a. You may be placed on **non-punitive probation** for unsatisfactory progress or **punitive probation** for violating policy or incorrectly following procedures.

b. The extent of your probation depends on several factors, to include the degree of unsatisfactory performance, the length of time in training, and the severity of policy violations or failure to follow procedures. Probation ranges from TAC Probation (least serious) through Commander Probation (most serious).

c. Cadre Officers placing you on probation may take any of the following actions:

(1) Assign specific tasks to help you improve weak areas; for example, you could be assigned additional study and be required to use up to all your personal and study time for this additional study.

(2) Limit or deny telephone, computer, and Internet privileges.

(3) Limit your involvement in class activities such as class projects that are outside of the normal curriculum.

(4) Relieve you from leadership and/or additional duty positions. This would normally happen if, in the opinion of the Cadre Officer placing you on probation, your continuing in the duties might negatively impact your resolving the problems that led to probation.

(5) Require you to write a memorandum describing your plan to correct the problem(s) that led to probation. The memorandum is limited to two pages and must meet Army writing standards.

(6) Follow up your placement on probation with a recommendation for setback or elimination from the program.

d. If you're placed on probation, you'll remain on probation either until you've improved enough to be removed, until it becomes obvious that further action is required, or, if you were recommended for elimination or probation, until that action is approved and effected. You must also do the following when you're placed on probation:

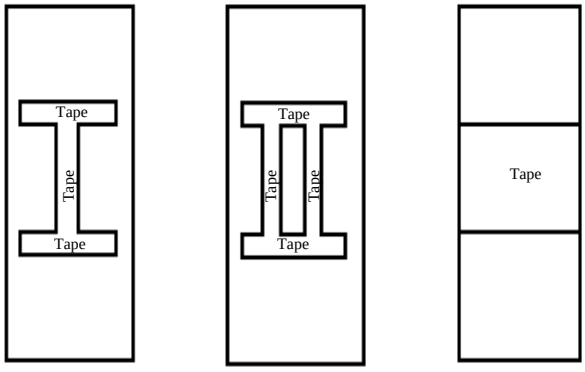
(1) Continue to perform duties and carry out responsibilities except as provided for in c.(4) above.

(2) Prepare and display a probation card IAW appendix G.

(3) Wear probationary status identification appropriate for your probation (TAC, Senior TAC, or Commander) on your WOC TAB (see Figure 2-1).

(a) The TAC and Senior TAC Probation markings consist of the Roman numerals I and II respectively made from medical tape cut approximately 1/8 inch wide; make them approximately 1 inch high and ½ inch wide.

(b) The Commander's Probation marking is made from medical tape cut to the width of your class tab and wrapped around the center of the tab.



TAC **Senior TAC** **CDR**

Figure 2-1 Probationary Status Identification

2-28. Setback/Recycle. Your Primary TAC may recommend that you be setback/recycled to a follow-on class. Policy and procedures regarding setback/recycle are as follows:

a. **Reasons for setback/recycle** include, but are not limited to, the following:

(1) **Compassionate or Hardship.** If your immediate family members have health, welfare, or financial problems

that affect your mental state to the point that you're unable to do your best in training or result in your having to take emergency leave of a length that causes you to miss too much training, you may be setback or recycled.

(2) **Medical/Physical Conditions.** If you have a medical/physical condition that results in the consequences stated in (a) or (b) below, or if you receive a physical profile that documents that your condition is such that it will result in these consequences, you may be set back or recycled. (Note: Any time you are set back/recycled for medical reasons, you will be placed on medical hold, and you will not be able to continue training until your medical condition is resolved and the medical hold is lifted.)

(a) Missing three physical training periods at the RTI or four physical training periods during the 4-week resident course or six physical training periods during the 6-week resident course, missing two consecutive physical training periods, or missing a scheduled APFT. Setback/recycle procedures may start as soon as it's evident that you will meet the stated criteria for this action. For example, if you go to sick call and miss a physical training period and the medical practitioner gives you a profile that indicates that you will be unable to participate in the next physical training period, your processing for setback/recycle may be immediately initiated.

(b) Confined to quarters for 36 hours during WOCS at the RTI and the 4-week resident course or 72 hours during the 6-week resident course.

(3) **Failure to Progress.** If you fail to meet standards in any area (academics, performance, attitude, etc.), you'll be counseled and expected to show progress in the deficient area. If you fail to do so, you may be set back/recycled.

(4) **Academic Deficiencies.** If you demonstrate a lack of proficiency in reading comprehension or fail two performance oriented evaluations (for example, Military Briefing) or two formal evaluations (exams), you may be set back/recycled. Failing one of each type evaluation **is** grounds for setback/recycle.

(5) **Leadership Development Deficiencies.** If your training records and leadership evaluations document that your leadership qualities don't meet standards, you may be set back/recycled. In determining if you've demonstrated acceptable leadership qualities, Cadre Officers will consider your grade, experience, length of time in training, and the judgment you've shown in different situations. They will also review how well your leadership qualities match what will be expected of you as an Army Warrant Officer.

(6) **Policy Violations.** If you knowingly violate published WOCS policy (this SOP, Company policy letters, etc.) or guidance from Cadre Officers, you're subject to setback/recycle or elimination.

b. **Processing Setback/Recycle Actions.**

(1) Should you become subject to setback/recycle, your Primary TAC will submit a written recommendation with documentation justifying the action to the Senior TAC. With the exception of setback/recycle recommendations based on hardship/compassion or medical/physical, the documentation will include details on your performance, your behavior, and all efforts you've made to meet WOCS standards.

(2) Upon receipt of your Primary TAC's recommendation, the Senior TAC will review your records in addition to the provided documentation and either recommend approval to the Commander or return the package to the Primary TAC with guidance on additional steps that should be taken to help you meet standards.

(3) The Commander will review the complete package and either return it to the Senior TAC with guidance on additional steps that should be taken to help you meet standards or recommend approval to the Deputy Commandant (approval authority).

c. **Appeal of Setback/Recycle.** You **may not** appeal an approved setback/recycle.

2-29. Elimination. If you're eliminated, that means you're involuntarily dismissed from the course.

a. **General information** regarding elimination.

(1) Except for eliminations that result from violating the UCMJ, elimination is a non-punitive action.

(2) If you're recommended for elimination, you will be immediately suspended from training until a decision is made on the recommendation.

(3) If you exhibit behavior contradictory to that normally expected, the Commander may refer you to appropriate agencies for further evaluation prior to recommending you for elimination.

b. **Reasons for elimination** include some of the same reasons listed above for setback/recycle; Primary TACs' decisions on whether to recommend setback/recycle or elimination for a particular deficiency depends on the circumstances and the severity of the deficiency. Additionally, some deficiencies are so serious in and of themselves that a TAC's recommendation will always be elimination. Following are deficiencies that may lead to elimination.

(1) **Honor Code Violations**. If you violate the Honor Code, you will be subject to elimination. (See Chapter 6 for detailed information on the Honor Code.)

(2) **Academic Deficiency.** If you demonstrate consistently poor academic performance, you'll be considered for elimination or recycled into the next available class. Poor academic performance is defined as two academic exam failures during Phase 2 at Fort Rucker or during Phases 2 and 3 at the RTIs. Additionally, if you're recycled for having failed two academic exams and subsequently fail an academic exam, you'll be considered academically deficient and eliminated.

(3) **Disciplinary Reasons.** If you repeatedly fail to cooperate in completing routine requirements, to meet course standards, or to comply with published policy (this SOP, policy letters, etc.), you're subject to elimination for disciplinary reasons. If you commit UCMJ offenses, you'll be considered for elimination under this provision.

(4) **Failure to Progress.** If, after being counseled, you continue to fail to meet standards in any area (academics, performance, attitude, conduct, etc.), you're not performing satisfactorily in the course and will be subject to elimination.

(5) **Misconduct.** Misconduct includes, but is not limited to, alcohol abuse; possession, use, sale, or transfer of any narcotic, hallucinogen, controlled substance, or narcotics paraphernalia; or any other conduct that would constitute a substantive violation of the UCMJ, Alabama Code, or the Candidate Honor Code. If your misconduct is of such magnitude that allowing you to continue in the course would reflect discredit upon the military service or unfavorably influence other Candidates, you may be eliminated.

(6) **Leadership Development Deficiencies.** If your training records and leadership evaluations document that your leadership qualities failed to meet standards, and you have not demonstrated improvement even after having been counseled, you'll be subject to elimination. In determining if you've demonstrated acceptable leadership qualities, Cadre Officers will consider your grade, experience, length of time in training, and the judgment you've shown in different situations. They will also review how well your leadership qualities match what will be expected of you as an Army Warrant Officer.

(7) **Failure to Meet Security Requirements.** Failing to meet the necessary security clearance requirements for the course is grounds for elimination.

(8) **Medical/Physical Conditions.** If you're recommended for elimination under this provision, you'll be required to sign a statement indicating that you're aware of the possibility of being eliminated and that you have been provided information on appeal options. Additionally, prior to your being eliminated under this provision, if there is reason to believe that you'll meet acceptable standards of medical fitness in the near future, you'll be medically reevaluated, and, if found qualified, reentered in the program. Provisions for elimination under the provision follow:

(a) You are unable to complete the course because of poor health.

(b) You are unable to fully participate in training for an extended period (normally longer than 45 days).

(c) You have behavioral related problems other than acute situational maladjustment.

(9) **Administrative Recall.** If you're recalled by a controlling agency or parent organization for reasons not related to academic deficiency, you'll be subject to elimination.

(10) **Lack of Physical Stamina.** If you demonstrate a lack of physical stamina by failing to pass the APFT to qualify for graduation or by displaying apathy during daily PT, road marches, and other physical activities, you will be considered for elimination.

(11) **Compassionate or Hardship.** Factors that make you eligible for elimination under this provision are the same as discussed above for setback/recycle. If you are eliminated for compassionate or hardship reasons, that does not guarantee you'll be reassigned to a desired area or released from the service.

(12**) Lack of Adaptability.** If you fail to adapt to the mentally and physically stressful, disciplined WOCS environment or to adapt to the requirements to demonstrate Soldierly habits and teamwork, you may be eliminated.

(13) **Falsifying or Omitting Facts or Information on Application.** If you knowingly falsified or omitted facts on your WOCS application, you may be eliminated.

(14) **Failure to Maintain Height/Weight Standards**. If you appear not to meet Army height and weight standards, you may be checked for compliance. If the failure is confirmed, you will be eliminated IAW applicable Army guidance.

c. **Processing Eliminations.** Procedures for processing setback/recycle actions apply to processing eliminations. Additionally, the following policies apply:

(1) If the Commander recommends your elimination from the program, he/she will forward the student packet to the Deputy Commandant (approving authority) NLT three working days after receipt.

(2) The Deputy Commandant will render a decision on your elimination within three working days after receipt of

your packet; possible decisions include approval, disapproval, or lesser action such as setback.

d. **Rights of Candidates Recommended for Elimination.** If the Commander recommends you for elimination, you will receive written notification that will include the reasons. You will also be advised that you have the following rights:

(1) The right to present oral or written evidence on your behalf to the initiating officer, other officers in the chain of command, and/or the approving authority within three working days after you're initially notified.

(2) The right to use a military or civilian spokesperson of your choice, provided the person is available and willing.

(3) The right to consult with a military defense counsel, if one is reasonably available, or with a civilian attorney at your expense (the government assumes no responsibility in the latter case).

(4) The right to appeal to the appellate authority (Commandant) in writing and present oral and/or written information if your elimination is approved.

(5) The right to resign in lieu of elimination. (Note: If you exercise this right, it voids any appellate rights you have and does not necessarily better your chances of returning to the school.)

2-30. Resignation.

a. **General Information**.

(1) You may voluntarily submit a resignation at any time.

(2) Throughout the resignation process, you'll be counseled and encouraged to complete the program unless you're resigning in lieu of elimination.

b. **Processing Resignations.**

(1) To resign, you must submit a written request to your Primary TAC.

(2) Upon receipt of your resignation packet, the Senior TAC and Commander may add comments to the packet; the Commander will forward your resignation packet to the Deputy Commandant (approval authority) with a recommendation for approval or disapproval.

(3) If you elect to withdraw your resignation before it's forwarded to the Deputy Commandant, your resignation packet will be retained in your student folder with a memorandum for record (MFR) explaining your decision.

(4) Once the Deputy Commandant accepts your resignation, you'll be immediately suspended from training.

c. **Appeal of Resignation.** You **may not** appeal an approved resignation.

CHAPTER 3
PROCEDURES

3-1. Greeting Procedures /Greeting Officers.

a. **General information:**

(1) Initiate greeting by giving the Unit motto, “Strength in Knowledge”, followed by “Sir/Ma'am.”

(2) Use the unit greeting to salute, address, or take leave of Officers.

(3) Greet Officers in all areas, whether indoors or outdoors.

b. **Greeting Officers indoors:**

(1) When you pass an Officer indoors, greet the Officer as you pass. Once you’ve greeted an Officer, **do not** repeat the greeting if you pass the Officer again; just pass and continue in a manner that makes it clear that you have a sense of purpose.

(2) When you pass a group of Officers indoors, greet the senior Officer and request permission to pass. Once you pass the group, greet any other Officers you later encounter.

(3) When you greet an Officer who is talking to another Candidate, request permission if you wish to pass between the Officer and Candidate.

c. **Greeting Officers outdoors:**

(1) In the Company area:

(a) When your class is outside in the Company area, your class sentry must greet Officers when they are approximately six paces from your area. As an exception, if the approaching Officer is the Commander, a CW5, or an O6 or above, the sentry must call the area to attention immediately when the Officer enters the Company area and greet the Officer.

(b) When more than one class is in the Company area, the first class sentry who sees an Officer approaching will greet the Officer for elements of the 1st Warrant Officer Company loudly enough that other class sentries will hear the greeting.

(2) Outside the Company area: When you meet Officers outside the Company area, follow normal military protocol (salute and greet). (Note: Instructions for greeting Officers when in formation outside the Company area are provided later in this chapter.)

3-2 Addressing an Officer. When you address an Officer, follow procedures in FM 3-21.5 for using “yes/no” and “sir/ma’am.” **Do not** request permission to speak or to ask a question. Simply give the proper greeting, “sir/ma’am,” while at attention and then speak or ask the question. Remain at attention unless instructed to do otherwise.

3-3. Saluting. Follow guidance as outlined in FM 3-21.5 for saluting except where directed otherwise below. FM 3-21.5 provides guidance for saluting if you’re carrying a weapon or guidon.

a. **General guidance for saluting**.

(1) Salute and give the unit greeting IAW FM 3-21.5 when you are outdoors, in or out of the unit area, except when this SOP directs otherwise.

(2) **Do not** salute while moving at double time; always come to quick-time prior to saluting.

(3) For safety reasons, **do not** salute if you’re on steps, stairways, or associated platforms.

b. **Saluting when in formation**. The person in charge of the formation is the only one in the formation who salutes. If you are in charge of a formation, be alert for approaching Officers and staff cars and other situations requiring salutes; when a situation requires a salute, call the formation to attention, salute, give the unit greeting, and continue with the formation. If a group of Officers approaches, salute and give the greeting to the senior member of the group.

c. **Saluting while in class groves or the Company pavilion**. Class sentries salute and give the unit greeting to Officers who enter the class grove or pavilion. In the pavilion, other Candidates remain seated and silent during the salute and continue with their activities. In the grove, other Candidates come to attention until directed to do otherwise.

3-4. Extending Military Courtesies in Billeting.

a. **General areas**:

(1) Except for designated study times or after lights out, when an Officer enters the billeting area, the first Candidate who recognizes the Officer comes to attention and loudly calls the class to attention by giving the command **“Attention on the Floor.”** At this command, all Candidates on the floor immediately come to attention in the hallway against the wall next to their rooms.

(2) Candidates remain at attention until commanded to **“Carry On”** or the Officer leaves the floor. If the command **“Carry On”** is given, Candidates will repeat the command to ensure all Candidates hear it; Candidates will then need to only give the unit greeting to the Officer as he/she passes.

(3) If the Officer does not command **"Carry On"** before departing the floor, Candidates wait until the Officer exits and then they may resume activities.

(4) If a more senior Officer enters the floor while the first Officer is still there and the command **"Carry On"** has already been given, call **"Attention on the Floor"** again and continue as directed above.

b. **Personal rooms.** If an Officer enters your personal room, the Candidate who first recognizes the Officer will call your room to attention and give the unit greeting.

(1) Remain at attention until given the command of **"Carry On"** or the Officer departs the room.

(2) Do not call the room to attention after lights out or during designated study times.

(a) If an Officer enters your room during designated study times, remain seated and continue with your study.

(b) If the Officer addresses you, remain seated, assume a seated position of attention, state "Sir/Ma'am, Candidate (last name)," give the unit greeting, and respond to the Officer.

3-5. Reporting. Report indoors IAW FM 3-21.5 and the following guidelines:

a. **Entering/Exiting buildings when reporting.** The following procedures for entering and exiting buildings when reporting apply only to WOCS and WOCC Headquarters and Headquarters Company (HHC) buildings, not to administrative or academic buildings.

(1) Place your Black Book Bags (BBB) and any other excess items on the outside bookshelf and place your Patrol caps (PC) in designated cargo pocket.

(2) Complete at least three pull-ups before entering the building except during inclement weather, times when the heat index is too high for outside activities, or when you're in Class A or B uniforms. After executing the pull-ups, check and adjust your uniform.

(3) Immediately upon entering the building, announce in a loud voice, "Candidate on the floor," then continue on your business. If entering in a group, the first Candidate makes the announcement.

b. **Entering/Exiting an office.**

(1) Prior to entering an office, assume parade rest 1 to 3 inches from the wall outside the office and discretely check your uniform for neatness.

(2) Quickly look around the corner into the office to see if the Officer is available and then execute the entering procedures described below.

(3) If the Officer is engaged in a conversation with someone or on the telephone, continue waiting until the Officer is available, following the steps outlined below.

(a) When the Officer enters your field of vision, come to attention, remain standing 1 to 3 inches from the wall, and give the unit greeting.

(b) If you have already given the unit greeting to an individual who reappears while you are waiting, **do not** repeat the greeting; just come to attention 1 to 3 inches from the wall.

(c) Once the Officer is out of your sight, and if no other Officer is within sight, return to parade rest.

(d) Remain at parade rest until you are required to move or another Officer enters your field of vision.

(4) When the Officer is available follow the steps below:

(a) Stand at attention in the center of the door frame.

(b) Look straight forward, pause momentarily, knock three times, and return to the position of attention.

(c) Wait for recognition from the Officer before speaking.

(d) After the Officer speaks to you, request permission to enter the office by stating "Sir/Ma'am, Candidate (state your name) requests permission to enter," or state your business from the door if appropriate.

(e) When you receive permission to enter an office, follow the procedures in FM 3-21.5 for reporting indoors.

(f) When you're dismissed, salute the Officer as you give the unit greeting, and depart the office IAW FM 3-21.5. Prior to exiting the office, pause momentarily and look both ways to ensure a clear exit.

3-6. Academic Area.

a. **Classroom.**

(1) Candidate Class Leaders (CCLs) will ensure that all Candidates are seated and prepared for instruction no later than the class start time listed on the training schedule.

(2) If a distinguished visitor (O-6 or higher, the Warrant Officer Career College Deputy Commandant, or

the 1st WOC Commander) enters the classroom prior to the beginning of class or during a break in instruction, the first person recognizing the distinguished visitor will call the class to attention; **Do not call classrooms to attention during instruction**.

(3) Class leadership will account for class members in Academic classes. To facilitate accountability, observe the following reporting procedures at the beginning of morning and afternoon instruction (1st class), when there is a change of instructors, or when the class moves from one classroom to another during the academic day.

(a) Candidates will file into the classroom, position themselves in front of an open desk, ground their gear per the Standardization Officer's guidance, and come to attention.

(b) The CCL or designated representative will take a position in front of the instructor, greet the instructor, state the number of personnel assigned, the number of personnel present, and, if applicable, account for any absent Candidates.

(c) The CCL or designated representative will follow any directions from the instructor and then be seated.

(4) **Do not** slouch in your chair or appear to be uninterested or bored while in a class since you're expected to meet the highest standards of appearance and conduct at all times.

(5) Follow proper military courtesy when asking or answering a question.

(a) Begin any remarks to Officer or civilian instructors with "Sir/Ma'am" or to NCO instructors with "SGT," then state "Candidate" and your name.

(b) Once you have been recognized by the instructor, there's no requirement to continue stating "Candidate (last name)."

b. **Break area** (Buildings 5301 or 5302)**.** Except during inclement weather, the only authorized break area for Candidates attending academics in Building 5301 is the **outside** break area on the south side of the building (side where tables are located). During inclement weather, you may elect to remain in classrooms during breaks, but your conversations must be quiet and professional. Additionally, if you remain in the classroom during a break you **may not** sleep, put your head down on your desk, or, in any way, give the impression you are sleeping. The following guidance applies to moving to and from the outside break area and conduct while in the area:

(1) When the break starts, immediately move, in a silent and orderly fashion to the break area; **do not** talk in the hallways and foyers while transitioning to the break area unless you're addressed by someone other than a Candidate.

(2) While outdoors and moving to or from the break area, salute and give the unit greeting when you meet/pass officers.

(3) **Do not** loiter on the steps or platforms.

(4) Post sentries at key locations around the outside break area and follow grove procedures as outlined in this SOP.

(5) If approached by individuals other than WOCC Cadre, inform them that you are under visitation restrictions and thus you are not permitted to talk to them.

c. **End of class departure.**

(1) Once dismissed by the instructor, the CCL or designated representative will stand up and call the class to attention.

(2) The class will assume the modified seated position of attention until the command "Carry On" is given.

(3) The class will then quickly and orderly leave the classroom and, if leaving the academic area, return to the 1st WOC area.

3-7. Movement.

a. **Individual movement**. Double time while outdoors in the Company area with the following exceptions: when wearing Class A or B uniforms, while with guests, while carrying heavy or unwieldy objects, when surfaces are wet, when the heat category prohibits running, within one hour after consuming a scheduled meal, when the area is unlighted, or when in grassy areas or on unit area sidewalks.

b. **Formation movement**.

(1) Move in formations; a group of three or more is considered a formation. **Do not** move with fewer Candidates unless you've exhausted every effort to form in groups of three or more.

(a) March no more than two abreast on footpaths or sidewalks, three abreast during formation runs, and four abreast at all other times.

(b) **Do not** depart a training location without properly accounting for members of the formation with which you arrived.

(c) Carry the guidon when the formation comprises the class.

(d) The person in charge of a formation must report any absent Candidates and any incidents that occur during movement to the class TAC Officer/Instructor.

(2) Depart from and return to the class shadow box or the class area of responsibility (AOR).

(3) Stay clear of restricted areas and follow established roads and footpaths when marching from one area to another.

(4) When crossing roads in a column formation, move at a slow double time.

c. **Road guards**. Road guards are required for all formation movements.

(1) Safety requirements.

(a) Road guards must wear vests and, during twilight or darkness, must carry an operational flashlight in the hand closest to the outside of the formation.

(b) Candidates at the four corners of the class formation's main body—known as head and tail lights—must also wear reflective vests and, during twilight or darkness, carry flashlights as required.

(c) During formation movement, if a Candidate who has safety equipment becomes unable to continue with the movement, the Candidate will pass the safety equipment and responsibilities to an alternate appointed by the class Road Guard and Safety Officer (RGSO) or CCL; Candidates will not drop out of formation while still in possession of road guard equipment.

(d) One road guard will remain with a Candidate who becomes unable to remain with a formation and, if possible, move off to the right side of the roadway to a sidewalk.

(e) The RGSO must ensure that safety equipment is signed for, maintained, and accounted for at all times.

(2) Procedures.

(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 such as fog, the guards will extend the distances to 50 feet.

(b) Front road guards will post 30 feet from each intersection to stop oncoming traffic and in front of or over all obstacles (e.g., uneven pavement) and maintain their positions until the element has passed; they will then join the remaining rear road guards.

(c) Rear road guards will replace the front road guards at the head of the element when the element is no further than halfway through the intersection/obstacle.

(d) Road guards will pass the formation only on the left side unless a significant safety issue makes it inadvisable to do so.

(e) Road guards will come to attention and salute any vehicle before leaving a posted position *except during physical training periods*.

3-8. Dining Facility. (See the Company DFO SOP for movement procedures and leadership responsibilities pertaining to the dining facility.)

a. **Dining.**

(1) Classes must attend meals as a class.

(2) At the dining facility, stand in line at Parade Rest approximately 30 inches from the Candidate in front of you and come to attention before moving in line.

(3) **Do not** talk unless you're addressed by someone **other than** Candidates in non-leadership positions.

(4) Go through the serving line; take a serving tray, knife, fork, spoon, and two glasses; exit the serving line and/or salad bar and move to the class' reserved table; and place your tray on the table so the bottom edge is parallel to the edge of the nearest table.

b. **Disciplined dining (silent dining).** Prepare for and maintain silent dining at all meals unless your class is authorized relaxed dining privileges (talking pig rights). Following are procedures for doing so:

(1) Place your pistol belt under your chairs and wrap your pistol belt around your canteen so you can engage the pistol belt clasp and then place your pistol belt and canteen so the pistol belt clasp faces forward towards the table.

(2) Sit in a way that enables you to keep your movement to a minimum with your head and eyes focused on the tray area and the area directly to your left front, front, and right front.

(3) If addressed while eating, continue chewing and swallow. Then, keeping the position described above, place your hands in your lap, look at the person, and state "Sir/Ma'am, Candidate (last name)", followed by the necessary reply.

(4) Hold your used napkin on your lap until you finish your meal. **Do not** place used napkins on your tray while eating.

c. **Relaxed dining privileges (talking pig rights).** Unless otherwise specified, relaxed dining privileges are given for only one meal at a time. CCL and Dining Facility Officers (DFOs) ensure information about classes that are authorized relaxed dining privileges is posted in the dining facility. This privilege permits the participants to talk while at a relaxed dining position. The Senior TAC, Commander, Deputy Commandant, or Commandant may award talking pig rights.

d. **Exiting the dining facility.**

(1) When you finish a meal, double stack your tray with the tray of another Candidate at your table, state **"Excuse me, Candidates,"** look both ways, slide away from the table, stand up, secure your gear, and place your chair back underneath the table. Then, pick up the stacked trays, move to the tray drop off point, deposit the two trays, and exit the dining facility; if the other Candidate whose tray is stacked with yours picks up the stacked trays, just exit the dining facility.

(2) If you're the last Candidate to leave a row of tables, align all chairs and table items on that row.

3-9. Mail.

a. **Letters.** Letters are delivered to the unit area and placed in individual mailboxes in Building 5909. You're assigned a mailbox and must check it at least every other day.

b. **Packages.** You must notify your class TAC if you receive a package, and the TAC will provide specific instructions for proper disposition of package contents.

c. **Distribution boxes.** Class leadership must ensure that class distribution boxes at HHC and 1st WOC are checked daily.

3-10. Sick Call. (See policy letter for more detailed instructions.)
If you're confined to quarters, following guidance applies:

a. **Do not** engage in personal activities or class required activities such as writing memos or cleaning your room until times prescribed by the training schedule; however, you may study reference materials.

b. The class TAC will notify the CCL or DFO to make arrangements for meals to be delivered to you.

c. If your confinement includes bed rest, **do not** get out of bed when an Officer enters the class floor or your room; however, if you're awake, you must give the unit greeting and maintain the highest degree of military bearing possible under the circumstances.

3-11. Class Projects. All class projects must receive prior approval from the Senior TAC or Commander.

a. Community class projects are designed to place emphasis on Candidates' new leadership role as the nation's servants and their civic responsibilities as Officers. They are scheduled by the 1st WOC XO and coordinated by the Primary TAC and Class Projects Officer.

b. Car washes are fundraisers and are scheduled by Cadre Officers for classes; the car washes provide both a service to the community and to pay for class obligations and expenses such as supplies for making class signs, receptions, class shirts, and donations to approved charities.

c. Classes must request approval for individual class projects such as area improvements by memorandum through the Primary and Senior TAC Officers to the Commander; the Commander must approve a project before classes begin projects or expend funds.

3-12. Lights-out. Lights out is at 2245 for junior and intermediate phase Candidates unless the commander grants an exception to policy.

a. Junior phase Candidates lights-out procedures are as follows:

(1) The class leadership will alert the class for lights out no earlier than 2230 at which time the Candidates will fold their blankets and top sheets back at a 45-degree angle, close their wall lockers and desk drawers, and store appropriate items in their PSAs and lock them.

(2) NLT 2240, Candidates will stand against the wall outside their rooms, and the Song Officer or assistant will lead the class in reciting the Soldiers Creed and singing the Army Song.

(3) To ensure rooms are prepared for lights out, the C-Staff on duty and the Top 3 leadership will conduct a walk through inspection while Candidates remain standing against the wall outside their rooms; residents of rooms that do not meet standards will be required to correct discrepancies on the spot.

(4) When the class is prepared, the CCL calls **"Lights Out,"** and Candidates immediately turn out their lights and

get on top of the bottom sheet and, if they desire to do so, under the covers.

b. Lights-out procedures for Candidates in the intermediate phase are the same as for those in the junior phase except that after reciting the Soldiers' creed and singing the Army Song, Candidates may post inside their rooms to await inspection.

(1) TAC Officers may require either the C-Staff or class leadership to conduct reviews or spot checks of the class.

(2) Intermediate phase Candidates must maintain their rooms to the same standards as junior phase Candidates.

c. Senior Phase Candidates who have senior status are required to know and be able to recite the Soldiers Creed and Army Song but are allowed to prioritize their own training schedule for evening activities with the exception of common area clean-up.

(1) Common Area cleanup will be conducted during the time scheduled for the Company.

(2) Senior Candidates who have senior status may go to bed as early as 2230; lights must be out NLT 2300.

(3) If the class or any member of the class fails to meet established standards, individual Candidates or the entire class may lose their senior status privileges and be required to follow the junior and intermediate phase lights-out procedures.

d. Candidates who have extended lights-out privileges must use only their desk lamps with the exception that C-Staff Candidates may use other lights if there are no non-C-Staff Candidates assigned to the room.

e. After 2315, all overhead lights must be turned off regardless of a Candidate's status or privileges.

3-13. Entering/Exiting Billeting Areas.

a. During duty hours, 0500 through 1830, use exterior stairways when entering/exiting billeting areas except when severe weather or the requirements of special duties (C-Staff, COD, Security Officer) make it more appropriate to use interior stairways.

b. For safety reasons, maintain two points of contact on stairs at all times (i.e., one hand and one foot) and **do not** carry items over your shoulder when on the stairs.

c. Enter administrative areas of unit buildings by way of main entrances only.

3-14. Class Grove Areas, Company Pavilion, and Building 6012 Classroom.

a. The class groves are designated places in the Company area for each class to use in conducting class business when they're outside but still in the Company area and for classes to congregate prior to formations and scheduled training events. Classes may also use the groves as study areas and as places to informally disseminate information.

b. The Company pavilion is the covered area with a concrete floor, tables, and benches. During darkness or inclement weather, classes will use it rather than the groves.

c. The Building 6012 classroom is also the Company computer lab.

d. Candidates in a class will not be divided among the class' grove, the pavilion, and the Building 6012 classroom (any two of these locations) without TAC approval.

CHAPTER 4
TRAINING

4-1. Writing Requirements. You'll be assigned a number of writing assignments during WOCS. For these assignments, use pens with black ink only—do not use erasable ink or felt tip pens. For handwritten requirements, use ruled, white, 8½" x 11" paper issued by supply; for word processing requirements, use bond paper. Following are writing assignments you will be assigned while at WOCS—the list is not necessarily all inclusive.

a. **Autobiography.** You're required to write a 500- to 1,500-word autobiography. Single space and either type or legibly and neatly print it. If you're attending the resident program at Fort Rucker, have your autobiography ready to submit as directed when you arrive. If you're attending the RTI WOCS program, have your autobiography ready to submit as directed on your first inactive duty for training weekend. Follow the essay format in figure 4-1 below.

b. **Operation Plans/Orders (OPLAN/OPORD).** You, either individually or as a team member, will be required to write OPLANs/OPORDs (*Mission Orders*) for various WOCS significant events; this would include activities such as corrective training and car washes. Your student handout on *Troop Leading Procedures and Combat Orders* (W104) provides detailed instructions for writing OPLANs/OPORDs; an extract from the handout is included at the end of this chapter. FM 5-0 provides Army guidance for writing OPLANs/OPORDs. (Since TAC Officers and other members of the Cadre use OPLANs/OPORDs to provide you information and directions, an added value of your quickly becoming familiar with OPLANs/OPORDs is that you will be better able to understand the information you receive in this format.) See figure 4-5 below.

c. **Essays.** You may be assigned essays on various topics during WOCS. If so, you'll be provided further guidance when you receive the assignment. An example of an essay is given in Figure 4-1 below.

d. **Military Memorandums.** You must use formal military memorandums for WOCS correspondence unless directed otherwise. AR 25-50 provides basic formats and other guidance for these memorandums. Use complete sentences and pay particular attention to proper grammar and spelling. Figures 4-2 and 4-3 below provide examples of FOR and THRU memorandum formats. Some of the topics you might address using formal military memorandums are requests for waivers or the lifting of restrictions, for special privileges, for approval of class projects, and for award of guidon streamers. You may also be required to write memorandums to explain deficiencies and your proposed corrective action(s) (Figure 4-4 below).

(1) **General Guidance.**

(a) Type memorandums and submit them as directed by your Primary TAC.

(b) Submit memorandums that require the Senior TAC's or Commander's approval at least three days before the event; some events, such as class projects, require earlier submission.

(2) **Organization.** Normally, you'll be required to organize your memorandum as follows (see figures 4-2 and 4-3):

(a) Paragraph 1: Address your subject, i.e., what are you asking for or what information do you want to convey? Examples include requesting permission to use the dayroom or requesting release from probation.

(b) Paragraph 2: Address the need for the request.

(c) Paragraph 3: Address positive and negative impacts of approval or disapproval of your request. In some instances you may also use this paragraph to further justify your request.

(d) Paragraph 4: Identify the POC and applicable contact information such as telephone number, email address, and organization address.

4-2. Evaluations. Your performance and conduct will constantly be evaluated to determine how well you meet academic, performance, physical fitness, and leadership standards. (Detailed information on evaluations is provided in the Student Evaluation Plan [SEP].)

4-3. Physical Fitness Training (PT).

a. During WOCS, you'll participate in the physical training (PT) program outlined in appendix C; if you have a permanent profile with G3 waiver, you'll participate as allowed by the profile.

b. The primary objectives of the program are to help you improve your physical fitness and develop habits that will enable you to continue to maintain physical fitness. To do this, the program emphasizes cardio-respiratory (CR) endurance, muscular strength and endurance, flexibility, and teamwork. Incentives are included to encourage exceptional performance.

c. Although the PT standards become progressively more challenging during your training, exceptional performance remains attainable if you truly apply yourself.

4-4. Leadership.

a. During WOCS, you'll have opportunities to demonstrate your leadership abilities in the field and in garrison.

b. The number of leadership opportunities you'll have will depend on your class's size, the training schedule, and the leadership you demonstrate in the leadership positions you're assigned; if you demonstrate ineffective leadership skills in a leadership position, Cadre Officers will seek other opportunities to assign you leadership positions to help you further develop your leadership skills.

c. Your leadership will be assessed based on how well you demonstrate the attributes and core leader competencies described in FM 6-22.

d. You'll be expected to demonstrate the leadership qualities that will enable you to effectively perform your responsibilities as a WO1.

e. You'll receive leadership phase counseling, i.e. 360-degree performance oriented counseling, at the conclusion of your junior and intermediate training phases.

(1) During phase counseling, the counseling Officer will discuss your performance strengths and weaknesses with you.

(2) When conducting phase counseling, the Cadre Officer will compare your performance to objective criteria, i.e., leader attributes and core leader competencies, as well as subjectively assess your leadership potential, attitude, motivation, and desire to improve.

(3) At the completion of phase counseling, the counseling Officer will provide you a "Whole Soldier" assessment of your suitability for continuation in the program and recommend that you either continue in training with your class, be set back for further training and assessment, or be eliminated from the program.

f. While recommendations for setback or elimination are normally made following leadership phase counseling, such recommendations may be made at any time during the program. If you are recommended for set back or elimination at any time during the program, the Senior TAC will convene a review board to discuss your overall performance.

(1) Ideally, the board will consist of all Cadre Officers assigned to your class but, as a minimum, the board will consist of your Primary TAC and the TAC who conducted your phase counseling.

(2) If a Review Board concurs with the recommendation that you be set back or eliminated, the Primary TAC will advise you of that decision and complete administrative requirements to effect the action.

4-5. Readiness Assessment.

a. Although you'll receive formal reviews only at scheduled times during your training, Cadre Officers will continually assess your "readiness," which is defined as how well your day-to-day performance meets standards.

b. Areas in which you'll be assessed on your readiness include appearance, attitude, academic performance, physical fitness, personal performance, equipment maintenance, compliance with SOPs, and teamwork. Cadre Officers may award you merits or demerits based on how well you meet standards in these areas (see Appendix B).

CONTINUE TO NEXT PAGE

TO: Senior TAC
FROM: WOC Jones
534 words
19 Jul 08

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3The Correct Way to Write an Essay

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3
4 At Warrant Officer Candidate School (WOCS), essays are used as tools to help you improve by learning from your experiences and mistakes. This essay is an example of how you're to write essays; it's not necessarily applicable to other writing assignments. Using this format and following the instructions in this example when you write essays are critical to your success, since not doing so could be interpreted to mean that you don't have the ability to follow simple instructions. Such an interpretation is totally relevant to expectations of Warrant Officers' performance in a non-training environment. For example, if you fail to follow technical manual instructions for a particular task, the results could be damaged or destroyed equipment or injured or dead Soldiers.

Formatting guidance for your essays is very specific. Establish a 1-inch margin on both sides and at the top and bottom. Put the information included at the top of this page on the first page, aligning the information so the longest line is flush with the right margin (not the right edge) of the paper and other lines are flush with the left end of the longest line. If you're using a word processor, simply tab the longest line over so it's as close as possible to the right margin and then tab other lines so they're flush with the left end of the longest line. Center your title on the third line below the date; include the title on the first page only. Use "title case" (i.e., capitalize the first letter of each major word). Begin the body of the essay on the 4th line below the title. Indent paragraphs, do not skip lines between paragraphs, and, if hand writing your essay, hyphenate words as necessary to ensure that margins are as even as possible. On the second and subsequent pages, center page numbers on the bottom margin. Put at least least two lines on the last page of your essay. Add your signature element as shown on this example: start on the 5th line down from the last line of the essay and center the left margin of your signature block.

Cadre Officers will grade your essays on format and grammar correctness, organization, and content. If your essay doesn't meet standards in these areas, you'll be required to correct and resubmit it. Therefore, it's important for you to follow this format, to organize your material, and to use correct grammar and spelling. A technique that you might use in checking your grammar and spelling is to read your essay aloud. Organization of your material should aid readers by logically leading them through your essay. To be most effective, your essays should have an opening

paragraph, a body of one or more paragraphs, and a concluding or summarizing paragraph. The content of your essay is possibly more important than grammar, format, and organization; even if you write a perfect essay in terms of these areas, but fail to address your assigned topic, your essay will not be acceptable.

As you write essays at WOCS, follow the guidance we've given you in this essay. View essay writing assignments for what they're intended to be: tools to help you improve your qualifications to be an Army Warrant Officer. Take full advantage of such requirements to most effectively learn from your experiences and mistakes.

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3
4
5 JOHN Q. JONES
WOC, USA
Class 08-16

FIGURE 4-1. Correct Way to Write an Essay

DEPARTMENT OF THE ARMY
1ST WARRANT OFFICER COMPANY
WARRANT OFFICER CAREER COLLEGE
FORT RUCKER, ALABAMA 36362-5096

ATSW-A 19 July 2008

MEMORANDUM FOR Primary TAC, Gold Class, 08-16, 1st Warrant Officer Company, Warrant Officer Career College, Fort Rucker, AL 36362-5096

SUBJECT: Use of Company Dayroom

1. Class 08-16 requests permission to use the company dayroom from 1830 – 1900 daily for the purpose of watching the evening news.

2. If approved, this activity will allow Candidates the opportunity to improve their awareness of current events.

3. Granting this request will improve morale and benefit the class, the unit, and the Army by providing Candidates with information on situational real world events that they can relate to their newly acquired knowledge.

4. Point of contact is the class 08-16 Morale Officer.

John W. Doe
JOHN W. DOE
WOC, USA
Class 08-16

FIGURE 4-2. MEMORANDUM FOR example

DEPARTMENT OF THE ARMY
1ST WARRANT OFFICER COMPANY
WARRANT OFFICER CAREER COLLEGE
FORT RUCKER, ALABAMA 36362-5096

ATSW-A 19 Jul 2008

MEMORANDUM THRU

Primary TAC, Gold Class, 08-16, 1st Warrant Officer Company, Warrant Officer Career Center, Fort Rucker, AL 36362-5096
Senior TAC Officer, 1st Warrant Officer Company, Warrant Officer Career College, Fort Rucker, AL 36362-5096

FOR Commander, 1st Warrant Officer Company, Warrant Officer Career College, Fort Rucker, AL 36362-5096

SUBJECT: Use of Company Dayroom

1. Class 08-16 requests permission to use the company dayroom from 1830 – 1900 daily for the purpose of watching the evening news.

2. If approved, this activity will allow Candidates the opportunity to improve their awareness of current events.

3. Granting this request will improve morale and benefit the class, the unit, and the Army by providing Candidates with information on situational real world events that they can relate to their newly acquired knowledge.

4. Point of contact is the class 08-16 Morale Officer.

John W. Doe
JOHN W. DOE
WOC, USA
Class 08-16

FIGURE 4-3. MEMORANDUM THRU example

DEPARTMENT OF THE ARMY
1ST WARRANT OFFICER COMPANY
WARRANT OFFICER CAREER COLLEGE
FORT RUCKER, ALABAMA 36362-5096

ATSW-A 19 July 2008

MEMORANDUM FOR Primary TAC, Gold Class, 08-16, 1st Warrant Officer Company, Warrant Officer Career College, Fort Rucker, AL 36362-5096

SUBJECT: Corrective Action for Policy Violation, Visiting with Family, (WOC SOP, para 2-9)

1. On 19 Jul 08, a member of the Training Team observed me visiting with my spouse as he stood in a parking lot across from the barracks.

2. I understand that this activity was a violation of the policy stated in subject reference and that violations such as this are not condoned. I further understand that this policy was established because Soldiers in the Warrant Officer Candidate School (WOCS) are required to devote their full attention and energy to the program. I also am aware that I must ensure that I do not again become involved in an activity such as this that violates WOCS policy.

3. The corrective action I have taken was to thoroughly read the policy chapter of the WOC SOP again, paying particular attention to what is expected of me as a Warrant Officer Candidate. Additionally, I have advised my spouse that I am not permitted to visit with him, even from a distance as happened on 19 Jul 08.

4. Point of contact is the undersigned Candidate.

Jane W. Doe
JANE W. DOE
WOC, USA
Class 08-16

FIGURE 4-4. MEMORANDUM, Violation and Corrective Action

(Classification)

Place the classification at the top and bottom of every page of the OPLAN or OPORD.

(Change from verbal orders, if any)

The phrases "No change from verbal orders." or "No change from verbal orders except paragraph #" are required." (This statement is applicable only if the commander issues a verbal order.)

Copy ## of ## copies
Issuing headquarters
Show location of issuing headquarters.
Place of issue

Date-time group of signature

Message reference number

OPERATION PLAN/ORDER [number] [code name]: *Plans and orders normally contain a code name and are numbered consecutively within a calendar year.*

References: *List the maps, charts, datum, or other related documents the unit needs to understand the OPLAN/OPORD. Do not list SOPs. Refer to maps using the map series number (and country or geographic area, if required), sheet number and name, edition, and scale, if required. Datum is the mathematical model of the earth used to calculate the coordinate on any map. Different nations use different datums for printing coordinates on their maps. The datum is usually printed in the marginal information of each map. A common datum is essential for accurate targeting.*

Time Zone Used Throughout the OPLAN/OPORD:

Task Organization: *Describe the allocation of forces to support the concept of operations. Task organization may be placed in annex A if it is long or complicated.*

1. SITUATION.

a. Enemy forces. *Express in terms of two enemy echelons below yours (for instance, battalions address platoons). Describe the enemy's most likely and most dangerous COAs. When possible, provide a sketch of the enemy COA with the written description. Include an assessment of terrorist activities directed against US government interests in the area of operation (AO).*

b. Friendly forces. *Include the mission, the commander's intent, and concept of operations for headquarters one and two levels up (company and battalion if a platoon order). Subparagraphs state the missions of flank units and other units whose actions have a significant effect on the issuing headquarters. In short, provide information that subordinates need to accomplish their tasks.*

c. Environment.

(1) Terrain.

(2) Weather.

(3) Civil considerations.

d. Attachments and detachments. *List units attached or detached to the HQs that issues the order. State when attachment or detachment is effective, if different from the effective time of the OPLAN/ OPORD (such as, on-order, or on commitment of the reserve). Use the term "remains attached" when units will be or have been attached for some time.*

e. Assumptions *(OPLAN only). List all assumptions.*

2. MISSION. *Enter the restated mission. A mission statement contains no subparagraphs. The mission statement covers on-order missions.*

3. EXECUTION. Intent: *State the commander's intent.*

a. Concept of operations. *The concept of operations describes how the commander sees the actions of subordinate units fitting together to accomplish the mission .As a minimum, it includes the scheme of maneuver and concept of fires. It expands the commander's selected COA and expresses how each element of the force will cooperate. Commanders ensure that their concept of operations is consistent with their intent and that of the next two higher commanders. The concept of operations is concise and understandable.*

NOTE*: Subparagraphs, if any, are based on what the commander considers appropriate, the level of command, and the complexity of the operation. A few examples of what might be included in subparagraphs are "Maneuver," "Fires," "Intelligence," "Engineer," and "NBC Operations."*

b. Tasks to maneuver units. *Missions or tasks assigned to each maneuver unit that reports directly to the headquarters issuing the order. Every task must include a purpose that links it to the concept of operations. Use a separate subparagraph for each unit. List units in task organization sequence. State only tasks that are necessary for comprehension, clarity, and emphasis. Place tasks that affect two or more units in paragraph 3d, Coordinating Instructions.*

c. Tasks to other combat and combat support units. *State the missions or tasks assigned to non-maneuver combat units and CS units. Use a separate subparagraph for each unit. List units in task organization sequence. List only those tasks that are not specified or implied elsewhere.*

d. Coordinating instructions. *List only instructions applicable to two or more units and not routinely covered in unit SOPs. Always include the following paragraphs:*

(1) Time or condition when a plan or an order becomes effective.

(2) Commander's critical information requirements.

(3) Risk reduction measures.

(4) Rules of engagement (ROE).

(5) Environmental considerations.

4. SERVICE SUPPORT. *Address service support in the areas shown below as needed to clarify the service support concept. Refer to annexes, if required. Subparagraphs can include the following:*

a. Support concept.

b. Materiel and services.

c. Health service support.

d. Personnel service support.

5. COMMAND AND SIGNAL.

a. Command. *State the map coordinates for command post locations and at least one future location for each command post. Identify the chain of command if it's not addressed in unit SOPs.*

b. Signal. *List signal instructions not specified in unit SOPs. Identify the specific signal operating instructions edition in effect, required reports and formats, and times the reports are submitted.*

ACKNOWLEDGE*:*

NAME (Commander's last name)
RANK (Commander's rank)

OFFICIAL: *Use only if the commander does not sign the original order.*
[Authenticator's Name]
[Authenticator's Position]

ANNEXES*:*

DISTRIBUTION*:*

(Classification)
Place the required classification at the top and bottom of ***every*** *page of the OPLAN or OPORD.*

FIGURE 4-5. OPLAN/OPORD

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CHAPTER 5
LEADERSHIP DEVELOPMENT

5-1. Introduction. WOCS is a leadership development, training, education, assessment, and evaluation program rather than a program that provides training specifically related to a particular MOS. As such, the WOCS program will provide you the foundation you need to successfully serve as a U. S. Army Warrant Officer (WO) in any WO specialty. It achieves this goal by helping you understand the attributes and core competencies Warrant Officers need and by giving you opportunities to develop and apply those attributes and competencies. FM 6-22 provides detailed information about the type leader WOCS strives to help you become. You will be issued a copy of this manual and other materials on leadership. Additionally, you will have several hours of classes pertaining to leadership. ***In a nutshell, the WOCS objective is to develop you and other Candidates into competent, confident, and agile leaders as described in FM 6-22.***

5-2. The WOCS Leadership Development Program (LDP). The LDP is the tool the WOCS uses to accomplish the objective stated above.

a. **Differences between "Leader Development" and "Leadership."** To understand the WOCS's Leadership Development Program (LDP), you need to understand the differences between "leadership" and "leader development." The following information defining or describing the terms is based on a synthesis of information from FM 6-22 and TRADOC Regulation 350-10.

(1) *Leadership* may be defined as the process of influencing people by providing purpose, direction, and motivation while operating to accomplish the mission and improving the organization. ***Leadership is the product of the leader development process.***

(2) *Leader development*—

(a) is the process of developing or promoting the growth of confident, competent, and agile leaders who understand and are able to exploit 1) the value of a creative staff composed of competent and trustworthy subordinates; 2) opportunities to sharpen their intellectual capacity and knowledge in relevant domains; and 3) available technology and equipment;

(b) is a continuous and cumulative process of education and training, experience, assessment, remediation, reinforcement, and feedback;

(c) involves evaluating and selecting individuals for promotion, positions of greater responsibility, and additional duties; and

(d) is an integrated, progressive, and sequential process that involves institutional training and education, operational assignments, and self development.

b. **Distinction between Assessment and Evaluation.** You must also understand the distinction between "assessment" and "evaluation" to understand the LDP.

(a) *Assessment* is a measurement of the demonstrated specific growth or decline in skill attainment.

(b) *Evaluation* is a systematic process of determining the effectiveness of education and training in light of evidence, and the process includes appraising achievement, diagnosing learning, and assessing progress.

c. **Characteristics of the WOCS LDP**. It—

(1) is the process through which WOCS educates, trains, assesses, and evaluates Candidates' leadership performance and potential;

(2) challenges Candidates' to achieve their leadership potential through leadership opportunities embedded throughout the curriculum and events;

(3) helps Candidates develop their officership qualities through meaningful and productive missions that provide a demanding and stressful environment by incorporating detailed and challenging constraints and high performance standards;

(4) acknowledges the widely divergent backgrounds of Candidates and adjusts training as necessary to help them develop the necessary leadership and officership qualities to perform successfully as Warrant Officers, regardless of their background;

(5) identifies Candidates with less effective skills and seeks to help them develop their skills rather than using the LDP as a vehicle to weed them out of the program;

(6) focuses on Candidates as individuals and maintains a comprehensive record of their assessments to track their leadership growth and development;

(7) uses a standardized assessment process made possible by rating standardization among Cadre Officers;

(8) is implemented the same way in the field as in garrison;

(9) ensures that Candidates receive direct and immediate leadership performance feedback, either informally or through structured events such as one-on-one counseling and After Action Reviews;

(10) provides a sufficient number of leadership positions that are designed to elicit specific behaviors in situations that can be accurately anticipated to 1) afford Candidates equality of opportunity for assignment to these positions, 2) increased certainty of being assessed objectively, and 3) more specific feedback from Cadre Officers on their leadership performance;

(11) enables Candidates to be involved in the assessment process through self-assessments they prepare following completion of tours in designated leadership positions;

(12) uses Cadre Officers 1) who know and demonstrate the competencies Candidates need to develop; 2) who are qualified to assess Candidates' progress in developing those competencies; 3) who are trained to recognize, classify, rate the effectiveness of, document, and provide Candidates feedback on their leadership behaviors; 4) who understand the effect stress has on Candidates' leadership performance; and 5) who understand the importance of and the process for standardizing their leadership performance ratings with other Cadre Officers;

(13) uses Candidates' peer evaluations as one tool for assessing their leadership effectiveness;

(14) incorporates field exercises to provide Candidates opportunities to develop skills in leading under stressful conditions; and, finally,

(15) provides Candidates an overall evaluation of their potential to perform WO1 leadership responsibilities after they have participated in developmental experiences and Cadre Officers have documented their leadership performance.

5-3. Leadership Assessment Forms. Cadre, you, and other Candidates will use various forms to document assessments of your leadership. The following forms are the primary ones used in this process; more information on using and completing the forms is included at Appendix D.

a. **Developmental Support Form (DSF) (DA Form 67-9-1a).** TACs initiate this form to develop a duty description and developmental plan for you based on tasks that target major performance objectives you're expected to accomplish during WOCS. This form also guides your performance during the WOCS program, emphasizes Army values and leadership doctrine as the common framework for your development, and helps you transition into Army leadership culture.

b. **Developmental Counseling Form (DCF) (DA Form 4856).** TACs use this form to record your leadership performance and behavior when you're in a chain of command position.

c. **Spot Report (SR).** Cadre Officers and Candidates in certain leadership positions use this form to record instances when your leadership performance and behavior either exceed or fail to meet standards. When an observer completes an SR for you, submit it to the class TAC before the end of the day and get another blank SR form from your Administrative Officer.

d. **Self-Assessment Report (SAR).** Use this form to document your perception of leadership strengths and weaknesses you demonstrate when filling a Candidate leadership position. Completing the form allows you to have an active role in evaluating your leadership. Consider the form a "working document"—that is, work on it throughout the time you're in the position. Finalize the form immediately when another Candidate takes the leadership position. In listing your primary leadership strengths and weaknesses and what you plan to do to improve your weak areas, follow the T-STAR format (Time, Situation, Task, Action, Result).

e. **Uniform Inspection Report (UIR).** Your class leadership will allocate time for uniform inspection every morning prior to the time academic instruction starts; your UIR will be completed by a member of your class leadership during that time. These inspections will normally be conducted in the unit area. However, if time constraints preclude conducting them in the unit area, they must be completed during academic class breaks.

f. **Special Statement.** Cadre Officers will use informal memorandums to record any special remarks or circumstances (positive or negative) about your leadership qualities that they feel merit documentation outside of the intent of the DSF, Counseling Statement, or SR.

5-4. Peer Evaluations. Other Candidates will provide you feedback on your leadership effectiveness through peer evaluations. Don't be threatened by these evaluations; rather, accept the feedback as a tool to help you understand your leadership effectiveness and how you can become a more effective leader. An added benefit of peer evaluations is that completing them helps you better understand what your rater responsibilities will be as a Warrant Officer. If you complete phase l in residence, you'll receive peer evaluations around the end of the second and fourth weeks of training. If you complete phase 1 through dL and complete the program in residence, you'll receive a peer evaluation toward the end of your second week of resident training. If you complete WOCS through the RTI program, you'll receive a peer evaluation on the fourth or fifth IDT weekend. You'll find detailed instructions for peer evaluations in Appendix D.

5-5. Counseling. Cadre Officer counseling, both scheduled, formal sessions, and unscheduled, informal sessions, will be an integral component of your leadership assessment and feedback. During counseling sessions, you'll receive feedback on your leader strengths and weaknesses and your progress in developing your leadership skills, with specific

suggestions for improvement. Tools Cadre Officers will use when counseling you include your peer evaluations and the other leadership development forms discussed above that you've received.

5-6. After Action Reviews (AARs). Following every leadership and training event, normally no later than 24 hours after the event, Cadre leads or facilitates an after action review. A major purpose of these AARs is to review examples of effective and ineffective leadership you and other Candidates demonstrated during the events; during the review, you'll discuss examples of effective and ineffective leadership to help you develop more effective leadership skills.

5-7. Candidate Chain of Command Leadership Positions. The Candidate chain of command facilitates leadership development, fosters esprit de corps, and provides a "laboratory" for leadership evaluation. You, of course, must know and use your chain of command as you would the chain of command in a non-training environment to contribute most effectively to mission accomplishment. If you disobey a Candidate above you in the chain of command or show disrespect to any member of the Candidate chain of command, you'll be subject to disciplinary action. See Appendix J for a complete listing of Candidate chain of command positions; privileges, duties, and responsibilities of each position; and appropriate insignia for each position.

a. **Reasons for Assignment.** Leadership positions—

(1) provide command and control essential in any military unit;

(2) give you opportunities to demonstrate your leadership skills and learn about your strengths and weaknesses so you can more effectively motivate, direct, evaluate and earn the cooperation and respect of your contemporaries and subordinates, and work in harmony with your superiors;

(3) teach you the value and necessity for cooperation and teamwork in military organizations;

(4) teach you how to more effectively manage additional responsibilities, function effectively under stress, and manage your time so you can take care of your personal requirements and accomplish assigned and implied tasks and responsibilities; and

(5) acquaint you with the problems, responsibilities, and requirements Warrant Officers encounter in leadership positions at the direct level of leadership.

b. **Procedures.** You'll be assigned to at least one Candidate chain of command position by your Primary or Senior TAC and hold the position until someone else is placed in it. Generally, you'll remain in chain of command positions, other than Candidate Staff (C-Staff) positions, for 72 hours. C-Staff are assigned for two weeks. However, you may be removed from a position early if you demonstrate strong leadership, and you may be left in the position longer if you demonstrate ineffective leadership and your TAC needs additional time to evaluate you. Additionally, if you perform or behave in an unsatisfactory manner while assigned to a leadership position, you're subject to immediate removal. You may later be placed in another leadership position if your TAC thinks you need additional opportunities to demonstrate your leadership skills and the class TACs need additional time to evaluate your leadership effectiveness.

c. **Candidate Staff (C-Staff).** The C-Staff consists of the Candidate Commanding Officer (CCO), Candidate Executive Officer (CXO), and Candidate First Sergeant (C1SG). Candidates in these positions are formal extensions of Cadre Officers and exercise leadership over the entire Candidate body. Thus, you must carry out C-Staff members' orders and adhere to their guidance just as you would for a Cadre Officer. C-Staff members are selected based on their demonstrated leadership ability, academic averages, physical stamina, mastery of individual requirements, and Peer evaluations. Once appointed, they must continue to meet all course requirements. If you're appointed to a C-Staff position, you'll work with the outgoing C-Staff member before you assume the position, and you'll be required to report to the Senior TAC and Commander for an initial in-brief. Any time the C-Staff changes, a Change of Responsibility Ceremony marks the event. Details on C-Staff members' responsibilities are included at Appendix J.

d. **Class Leadership Positions.** Class leadership positions consist of Candidate Class Leader (CCL), Candidate Assistant Class Leader (ACL), Candidate Platoon Leader (CPL), Candidate Class Sergeant (CCS), Candidate Platoon Sergeant (CPS), Candidate Squad Leader (CSL), and Candidate Assistant Squad Leader (ASL). As the title "Class Leadership" indicates, Candidates in these positions exercise leadership within a class. Details on class leadership staff members' responsibilities are included at Appendix J.

5-8. Additional Duty Positions. Your Primary TAC will assign additional duties to Candidates in your class; these positions are normally assigned for the entire class period. If you're assigned an additional duty position, your performance in the position will be considered by Cadre Officers who evaluate your leadership performance. One major indicator of your leadership effectiveness when in an additional duty position will be how well you're able to mesh the requirements of the additional duty position with your other responsibilities, e.g., how well you prioritize your workload. Being assigned an additional duty does not mean that you won't be assigned a C-Staff or class leadership position—you will. If you're assigned to one of the three C-Staff positions, you **will be** relieved of the additional duty. If you're assigned an assistant additional duty position, coordination between you and the primary is

essential since you may be required to fill in or take over at any time. Complete details of additional duty positions are included in Appendix J.

CHAPTER 6
THE HONOR SYSTEM

6-1. Origin of the Honor System.

a. **Professional Responsibility.** A profession is an occupational field that, in general, requires specialized, continued training and a strong desire to serve. Its members accept responsibility for their actions and realize that what they do affects the reputation of the group as a whole. All professions have established ethical codes that outline the standards of conduct its members and people it serves accept.

b. **Military Code of Ethics.**

(1) The concept of honor encompasses the entire military code of ethics which includes four elements: loyalty, duty, selfless service, and integrity.

(2) As an Officer, you must to be a role model in ethical matters, help others develop a keen sense of the importance of being ethical, and avoid putting peers and subordinates into ethical dilemmas. As a professional, you must have the moral courage to stand up for unpopular courses of action even when your peers or leaders oppose you. You must also have the moral courage to take unpopular action against subordinates when doing so is necessary. Professionalism requires that you attempt to correct your leaders, peers, and subordinates when they veer from the military code of ethics. Those who refuse to change should be purged from the group before they weaken the reputation of the whole military organization.

6-2. Purpose of the Honor System. The honor system will help you internalize the fundamentals of professionalism. It’s designed to help you develop personal and professional standards of integrity and moral character which are expected and required of all military Officers. Your ethical education process should be a continuous, lifelong process, and your ethics should evolve from a basic understanding of the honor system to a profound awareness and appreciation for a personal code of ethics that meets the high standards expected of Army Officers.

6-3. Benefits of the Honor System. Through employing the honor system, you establish high standards and learn to choose the "hard right" over the "easy wrong." The goal is for honesty to become a way of life for you. Adhering to high standards of honesty builds confidence, trust, and mutual respect among leaders, subordinates, and peers. Living and working in such an atmosphere can provide many advantages: your word is never questioned, your personal belongings are safe from theft or misuse with a minimum of safe-guarding, your classroom is free of proctors and monitors, and your signature is an accepted testimony of truth. These advantages do not come easily. They are the product of the allegiance and commitment that you, other Candidates, and the Cadre Officers have to the military profession, the honor system, and each other.

6-4. Implementing the Honor System. WOCS uses the Honor Code to implement the Honor System. The Code becomes the foundation of your ethical development and behavior. The Code is simple in nature: "A Candidate will not lie, cheat, steal, nor tolerate those who do."

a. **Lying.** You violate the Honor Code by lying when you make a false oral or written statement, communicate with gestures with the intent to deceive or mislead, or quibble with the intent to deceive or mislead.

(1) Oral communications:

(a) You’re expected to answer questions fully and truthfully, even if you’re talking about your involvement in an incident.

(b) If you’re suspected of a criminal offense, you retain the right to be advised IAW Article 31(b), UCMJ, and, therefore, have the right to remain silent and not answer any questions regarding a criminal offense of which you’re accused or suspected.

(c) Although common decency and etiquette require that you respond in an inoffensive and tactful manner when commenting on unpleasant matters to spare the feelings of others, doing so to suppress truth you don’t wish to disclose is unacceptable.

(2) Written Communications: Your signature or initials affirm compliance with a written communication. Documents you sign must be specific and exact in all aspects—you’re responsible for reading documents, regulations, or orders you’re instructed to read.

(3) Gestures: All gestures, such as nodding one's head or raising one's hand to convey a message to someone else in lieu of oral or written statements must be truthful.

(4) Quibbling: Quibbling is the act of creating a false impression by wording something in an evasive way, omitting relevant facts, or telling a partial truth.

b. **Cheating.** You violate the Honor Code by cheating when you fraudulently act out of self-interest or assist another to do so with the intent of gaining or giving an unfair advantage or with the intent of deceiving or misleading. This includes using or sharing information you or others should not have had access to or presenting someone else's work—essays, for example—as your work.

c. **Stealing.** You violate the Honor Code by stealing when you wrongfully take, obtain, or withhold property from the owner or another person with the intent of permanently

depriving or defrauding the owner or another person of the use and benefit of the property or permanently appropriating it either for your use or the use of any person other than the owner.

d. **Tolerating.**

(1) You violate the Honor Code by tolerating when you fail to report an unresolved incident with honor implications to the proper authority within a reasonable period of time. This is perhaps the most difficult aspect of abiding by the Honor Code. The non-toleration clause serves as a daily reminder to you that you are charged with an extraordinarily demanding duty that transcends personal feelings or friendships.

(2) If you overlook violations of the Honor Code, you're sending a message to the violator that the action is proper and, consequently, undermining the Honor Code, the Honor System, and the military code of ethics. When you commit an honor violation, you are demonstrating poor judgment and a lack of integrity and discipline.

6-5. Enforcing the Honor System.

a. **Identifying Honor Code Violations.** In order to identify violations of the Honor Code, you must examine both the act and the intent of the accused. The act is the attempt to lie, cheat, or steal or tolerate such actions on the part of another Candidate. If the accused Candidate's intent was to misrepresent the reality and truth of a situation or gain advantage over other Candidates, then a violation has occurred. The intent is the most important factor in determining a violation. If the act or statement was intended to deceive, then there is no question as to the intended result.

b. **Identifying mistakes.** If a Candidate inadvertently commits an act that violates the Honor Code but the intent was honorable, then the Candidate has made a mistake. You are not expected to report other Candidates' mistakes unless they will lead to safety risks or monetary losses.

c. **Identifying Policy Violations.** The purpose of the honor system is to foster an attitude of integrity and honor. While intentional violations of procedures and regulations might technically be considered dishonorable, the Honor Code should not be used to deal with policy violations. Instead, intentional violations of the policy, written or oral, should be handled as disciplinary matters.

d. **Courses of Action for Suspected or Actual Violations of the Honor System.**

(1) You aren't expected to report your mistakes or policy violations unless you need to do so to have a clear conscience, ensure the safety of others, or save the military money. If you're confronted about an honor violation at WOCS, you're expected to be honest and take responsibility for your actions.

(2) When you witness a suspected honor violation, analyze the situation and determine if the act in fact violated the Honor Code and, if so, the person's intention. Judge each suspected violation on the merits of the available evidence. If you decide the act was a possible Honor Code violation, report it to your class TAC immediately.

(3) If you're accused of an honor violation, your Commander will review information presented by the accuser to determine the validity of the allegation. If the Commander decides that no violation occurred, you'll be returned to training. If the Commander decides that you did commit an honor violation, you'll be processed for possible elimination as follows:

(a) If the Commander decides you violated the Honor Code, you'll be given an opportunity to present information on your behalf before the Commander recommends a course of action to the Deputy Commandant.

(b) If you plead guilty to an honor violation, you'll be given an opportunity to resign.

(c) The Commander will forward your Honor Code violation package to the Deputy Commandant for final disposition with a recommendation for what restrictions or punishments should apply.

APPENDIX A
REFERENCES

Army Regulations (AR)

15-6 Procedures for Investigating Officers and Boards of Officers
25-50 Preparing and Managing Correspondence
40-501 Standards of Medical Fitness
350-1 Army Training and Education
600-9 The Army Weight Control Program
600-20 Army Command Policy
623-3 Evaluation Reporting System
670-1 Wear and Appearance of Army Uniforms and Insignia
700-84 Issue and Sale of Personal Clothing

Training and Doctrine Command Regulation (TRADOC Reg)

350-10 Institutional Leader Training and Education

Field Manuals (FM)

3-21.5 Drill and Ceremonies
3-25.26 Map Reading and Land Navigation
5-0 Army Planning and Orders Production
6-22 Army Leadership
21-20 Physical Fitness Training

Department of the Army Pamphlet (DA PAM)

600-3 Commissioned Officer Professional Development and Career Management

Warrant Officer Career College (WOCC) Forms

1 Spot Report
1a WOC Expedient Spot Report
3 Peer Evaluation
4 Uniform Inspection Report
7 Self Assessment Report
8 WOC Performance Record
10a Individual Equipment Readiness Report
11 Common Area Inspection Report
13 Leadership Reaction Course Evaluation Report
14 Impromptu Speech Report
16 Drill and Ceremonies Report
17 WOC Disposition Cover Sheet

Department of the Army (DA) Forms

67-9 Officer Evaluation Report
67-9-1 Officer Evaluation Report Support Form
67-9-1a Developmental Support Form
4856 Developmental Counseling Form
7566 Composite Risk Management Worksheet

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APPENDIX B
DEFINITIONS; ABBREVIATIONS, ACRONYMS, AND NOMENCLATURES; AND MERIT/DEMERIT CODES

Listed below are the definitions, acronyms, nomenclatures, abbreviations, and merit/demerit codes WOCS uses. If you use two acronyms or abbreviations together, separate them with a backslash, i.e., PB/NT.

B-1. Definitions.

Cadre. Technically, the word "cadre" means "a nucleus of military personnel that can be expanded." At WOCS, "Cadre" or "Cadre Members" generally refers to military and civilians assigned to the Warrant Officer Career College (WOCC) and "Cadre Officers" refers to the military officers assigned to the WOCC.

Demerits. Demerits are negative marks that Cadre Officers award Candidates who fail to meet prescribed standards, commit minor violations of policies, are delinquent, or perform poorly; the demerits are considered when Cadre Officers review Candidates' performance. Demerit codes are listed later in this appendix.

Merits. Merits are positive marks that Cadre Officers award Candidates for superior appearance, a positive attitude, strong academic or personal performance, or teamwork. The merits are considered when Cadre Officers review Candidates' performance. Merit codes are listed later in this appendix.

Warrant Officer: The Army definition of a Warrant Officer is as follows: "A Warrant Officer is a self aware and adaptive technical expert, combat leader, trainer, and advisor. Through progressive levels of expertise in assignments, training, and education, the WO administers, manages, maintains, operates, and integrates Army systems and equipment across the full spectrum of Army operations. Warrant Officers are innovative integrators of emerging technologies, dynamic teachers, confident war-fighters, and developers of specialized teams of Soldiers. They support a wide range of Army missions throughout their career."

B-2. Acronyms, Definitions, and Nomenclatures.

1SG	First Sergeant
415L	green shirt, long sleeve
415S	green shirt, short sleeve
AAR	After Action Review
AC	Active Component
ACL	Assistant Class Leader
ACU	Army combat uniform
ACUC	Army combat uniform coat
ACUPC	Army combat uniform patrol cap
ACUT	Army combat uniform trousers
AGC	Army green coat
AGR	Ability Group Run
AGS	Army green skirt
AGT	Army green trousers / slacks (displayed with AGC)
AGT2	Army green trousers / slacks
AL	Alabama
ALT	alterations
APFT	Army Physical Fitness Test
AR	Army Regulation
ARNG	Army National Guard
AS	athletic socks
ASL	Assistant Squad Leader
ASTAC	Assistant TAC
AWC	all-weather coat
B	blanket
BB	belt buckle
BBB	Black Book Bag
BC	brass cleaner
BD	bed drawers
BE	belt
BER	beret
BF	bed frame
BH	ballistic helmet
BL	boot laces
BM	broom
BNC	black knit cap
BO	boots
BOS	book shelf
BP	belt pin
BR	brass
BS	boot socks
BT	belt tip
BU	buffer
BUB	buffer brush or pad
C	chair
C-Staff	Candidate Staff
C1SG	Candidate First Sergeant
CA	canteen
CAB	cabinet
CAR	Common Area of Review
CAIR	Common Area Inspection Report
CC	canteen cover
CCL	Candidate Class Leader
CCO	Candidate Commanding Officer
CCS	Candidate Class Sergeant
CDO	Candidate Duty Officer
CH	class hat

CL	commercial laundry
CM	cleaning material
CO	commode
COD	Candidate Officer of the Day
COM	computer
CPL	Candidate Platoon Leader
CPS	Candidate Platoon Sergeant
CR	Cardio Respiratory
CSL	Candidate Squad Leader
CT	ceiling tile
CWC	cold weather coat
CWL	Candidate Wall Locker
CXO	Candidate Executive Officer
D	desk
DA	Department of the Army
DC	dust cover
DCF	Developmental Counseling Form
DD	desk drawer
DFO	Dining Facility Officer
DG	dress gloves
DL	drawer liner
DIM	Display Item Missing
DIS	Discrepancy - Room
DO	door
DP	dust pan
DR	dryer
DS	desk shelf
DSF	Developmental Support Form
DUI	Distinctive Unit Insignia
EL	exit light
EML	emergency light
F	faucet / fixture
FAP	first aid pouch
FC	Fleece Cap (Black or Foliage Green)
FE	fire extinguisher
FD	floor drain
FL	floor
FLX	Field Leadership Exercise
FM	Field Manual
FO	fountain
FP	Field Pack
GI	glove insert (with LGS)
GJ	Gore-Tex jacket
GS	gym shoes
GI2	glove insert (displayed alone)
GSL	gym shoe laces
H	hanger

HA	hair
HD	hanging display
HHC	Headquarters and Headquarters Company
HK	handkerchief
HQ	Headquarters
HRC	Human Resources Command
I	insignia
IAW	In Accordance With
IB	ironing board
ID	Identification
IPFU	improved physical fitness uniform
IPFUJ	IPFU jacket
IPFUT	IPFU trousers
IR	iron
L	light / lamp
LB	laundry bag
LC	light / lamp cord
LD	laundry detergent
LDP	Leadership Development Program
LGS	leather glove shells
LOC	locator card
LPI	Leadership Performance Indicator
LQ	low quarters
LQL	low quarter laces
LQS	low quarter socks
LS	lamp shade / light cover
M	mop
MA	mattress
MB	mop bucket
MC	mattress cover
MED	medication (card)
MFR	Memorandum For Record
MI	mirror
MO	monitor
MOS	Military Occupational Specialty
NB	neck tab
NCO	Noncommissioned Officer
NGB	National Guard Bureau
NLT	No Later Than
NMN	No Middle Name
NP	name plate
NSD	night stand drawers
NT	name tape
P	Pipes (in closet or laundry R)
PB	pistol belt
PBS	pistol belt suspenders
PC	pillow case
PH	photos

PI	pillow
POI	Program Of Instruction
POV	Privately Owned Vehicle
PR	printer
PRC	probation card
PSA	Personal Security Area
PT	Physical Training
PTD	paper towel dispenser
PTO	Physical Training Officer
PTSH	programmed text/student handout
PTW	paper towel
PUBS	publications
PX	Post Exchange
R	room
RC	Reserve Component
RG	road guard
RGO	Road Guard Officer
RGSO	Road Guard Safety Officer
ROC	room occupancy card
RTI	Regional Training Institute
RU	ruler
S	shower
SAR	Self Assessment Report
SB	shoe brush
SC	shower curtain
SCR	shower curtain rod/rings
SD	soap dish
SEP	Student Evaluation Plan
SH	shelf
SHT	sheet
SI	sink
SIP	sink pipes (underneath SI)
SLD	Slow Long Distance (Run)
SO	soap
SOP	Standing Operating Procedures
SP	shoe polish
SR	Spot Report
SS	shower shoes
ST	stationery
STR	stairs
SW	shower walls (stall)
T	tie
TA-50	Table of Allowances-50 (TA for field clothing and individual equipment)
TAC	Training, Advising, and Counseling
TC	trash can
TD	Training Day
TH	towel hook
TO	towel
TP	toilet paper
TPD	toilet paper dispenser
TRADOC	Training and Doctrine Command
UCMJ	Uniform Code of Military Justice
UF	urinal fixture
UIR	Uniform Inspection Report
UP	under pants/ under shorts
UR	urinal
US	undershirt
V	vent
VC	vacuum cleaner
W	wall
WB	window blinds
WC	wash cloth
WI	window
WK	WOC kit
WL	window ledge
WM	washing machine
WIRR	WOC Individual Readiness Report
WOBC	Warrant Officer Basic Course
WOC	Warrant Officer Candidate or Warrant Officer Company
WOCC	Warrant Officer Career College
WOCS	Warrant Officer Candidate School
WOSC	Warrant Officer Staff Course
WOSSC	Warrant Officer Senior Staff Course
WOC SOP	Warrant Officer Candidate Standing Operating Procedures
WOE	Warrant Officer Education
WS	window screen
WT	WOC tab
WW	WOC wallet
WLB	wall locker bar
WWJ	wet weather jacket
WWT	wet weather trousers
XO	Executive Officer

B-3. Merit codes. Listed below are the code letters and corresponding values for merits.

Code	Description	Merits
A	Exceptional display - individual	2
B	Exceptional appearance	2
C	Exceptional knowledge of prescribed material	2
D	Exceptional special project	2
E	Exceptional safety or energy conservation suggestion	3
F	Exceptional initiative	3
G	Exceptional leadership	3
H	Exceptional performance, class or academic (100% on Exams)	3
I	Exceptional personal area- all occupants	3
J	Exceptional moral courage	4
K	Exceptional motivator	4
L	Exceptional common area	4

B-4. Demerit codes. Listed below are the code numbers and the corresponding values for demerits. Items with an asterisk (*) followed by "25" are acts for which you will not only receive 25 demerits, but which will also lead to the possibility of your being eliminated from the program or receiving punishment under the UCMJ. You don't actually receive demerits for items marked with an asterisk (*) but not followed by "25"; these are acts for which you will almost certainly be processed for elimination or punished under the UCMJ.

Code	Description	Demerits
0	Needs improvement (effort was made)	0
1	Not aligned	1
2	Not neat (wrinkled, sloppily lettered, strings)	1
3	Not centered or not evenly spaced	1
4	Not grounded	1
5	Unbuttoned, unzipped, unsnapped, or unfastened	1
6	Not as prescribed	1
6B	Item(s) backwards	1
6F	Improper format	1
6M	Improperly measured	1
6R	Item(s) in reverse order	1
6W	Wet	1
7	Dirty (grass, soap, dust, lint, or grease)	1
8	Not shined (reflection obstructed by such things fingerprints, scuffs, or tarnish)	1
9	Improperly maintained (unserviceable - buttons missing, light bulbs burned out, leaking faucet, etc.)	1
10	Hidden article	1
11	Inattention (failure to make timely correction)	1
12	Improper marking (not marked according to instructions in this SOP)	1
13	Not marked	1
14	Rusty	1
15	Abuse (unauthorized use of issued item such as using Army blanket to polish floor)	1
16	Not displayed, accounted for	
17	Failure to secure property (any item not under lock; unlocked security locker)	10
18	Failure to follow instructions	10
19	Failure to supervise	10
20	Not prepared for a review	15
21	Failure to respond to correction	15
22	Quibbling (see Chapter 6 of this SOP for a definition of "Quibbling")	15
23	Flagrant neglect (no significant effort made)	15
24	Public use of profanity	25
25	Improper personal hygiene	25
26	Unintentional violation of regulations and the policy in this SOP due to misunderstanding	25
27	Improper personal appearance	25
28	Sloppy, late, or incomplete correspondence	25

29	Disregard for regulations (e.g., traffic violations)	*25
30	Sleeping or other misconduct in class	25
31	Failure to know or comply with this SOP, other regulations, or policy	*25
32	Failure to carry out prescribed duties	*25
33	Violation of restrictions, absence from place of duty, or deliberate neglect of prescribed duty	*25
34	Intoxication	*
35	Insubordination/disrespect toward those in authority, including the Candidate chain of command	*
36	Violation of installation off-limits policy	*
37	Hazing (to harass by banter or ridicule or by playing abusive or humiliating tricks)	*
38	Willful damage to or neglect of government property	*
39	Conduct that brings discredit on the WOCS Program (command reserves the right for punishment)	*
40	Failure to obey a direct order	*
41	Use or possession of a controlled substance (narcotic, hallucinogen, barbiturate, or self-medication)	*
42	Conduct prejudicial to good order	*

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APPENDIX C
PHYSICAL TRAINING

C-1. Introduction. Exceptionally physically fit Army leaders serve as critical combat multipliers. Thus, under the supervision of your Primary TAC and other Cadre Officers, your class will conduct a physical fitness program that matches the needs of your class and helps you build competence and confidence. The program is designed to challenge and develop you as a leader through tough, realistic training. It is ***your*** physical fitness program; with prior approval, adjustments are authorized as fitness level of class members improves. FM 21-20 provides detailed guidance for physical fitness training to include illustrations of the exercises described below.

C-2. General. The goals of the WOCS physical fitness program are to provide you the opportunity to improve your physical fitness, to improve your understanding of the elements of fitness, and to prepare you to assist with your Commander's fitness programs. The exercise activities you'll participate in will focus on improving both your cardio-respiratory (CR) fitness and your muscular strength/endurance.

C-3. Injury Prevention and Dealing with Medical Emergencies. Information in this SOP on recognizing and treating injuries and medical emergencies is not comprehensive. Review the "First Aid" chapter on in the *Soldier's Manual of Common Tasks: Warrior Skills Level 1*, paying particular attention to the injuries and medical emergencies discussed below.

a. Injuries are not uncommon during intense physical training; therefore, safety at WOCS is a primary consideration. Although TACs will monitor your class for common signs of injury during physical fitness training, you should take prudent measures to preclude personal injury and assist other Candidates who experience injuries and medical emergencies. This includes properly warming up and cooling down with stretching exercises (see C-4 below). Proper footwear is particularly important in preventing some of the most common injuries: those that occur to feet, ankles, and legs, especially during the first few days of training. Ensure your running shoes fit properly and have multi-layered, flexible soles and adequate arch support to reduce the possibility of injury.

b. The possibility of a heart attack is one of the most serious problems associated with a vigorous exercise program. Therefore, if you experience or observe another Candidate experience any of the following symptoms, stop exercising and seek immediate medical attention: **CHEST PAIN, DIZZINESS, EXTREME BREATHLESSNESS, ARM NUMBNESS, OR FEEL FAINT.**

c. Heatstroke is another potential problem requiring immediate medical attention. Symptoms include **HOT-DRY SKIN, HEADACHE, DIZZINESS, FAST PULSE, NAUSEA, VOMITING, MENTAL CONFUSION, AND UNCONSCIOUSNESS.** Anyone with these symptoms should be moved to a cool, shady area, and cooling methods such as fanning and applying water should be started while waiting for emergency medical responders.

C-4. Warm-Up and Cool-Down.

a. **Warm-up, General Information.** Following is some general guidance for warming up; FM 21-20 contains detailed instructions for warm-up activities.

(1) Tailor the warm-up phase to the physical activity in which you'll be participating, and DO NOT rush through it.

(2) Begin with a slow run in place for l to 2 minutes to prepare the body for vigorous activity by gradually increasing the heart rate and warming the muscles and tendons so they can work more efficiently, thereby minimizing the risk of injury. Increase the length of your warm-up time during colder weather.

(3) Perform 5- to 10-second joint rotations in both clockwise and counterclockwise directions.

(4) Perform slow, static, 10- to 15-second muscle stretching exercises with no bouncing; if you have pain, you're not stretching properly.

b. **Warm-up for Strength Days.** Do the following warm-up activities for strength days.

(1) Slow run in place.

(2) Neck rotation.

(3) Arm and shoulder rotation.

(4) Hip rotation.

(5) Neck and shoulders stretch.

(6) Abdominal stretch.

(7) Chest stretch.

(8) Upper back stretch.

(9) Overhead arm pull.

(10) Seated hip and back stretch.

c. **Warm-up for Cardio Respiratory (CR) Days.** Do the following warm-up activities for CR days.

(1) Slow run in place.

(2) Hip rotation.

(3) Knee and ankle rotation.

(4) Hamstring stretch (seated).

(5) Thigh stretch.

(6) Groin stretch (standing).

(7) Calf stretch.

(8) Hip and back stretch (lying down).

d. **Cool-Down, General Information.**

(1) **Always keep your head above your heart when you perform cool down activities.**

(2) Gradually bring your body back to its resting state after exercising vigorously by slowly decreasing the intensity of the activity, e.g., after running, you should walk or march for 1 to 2 minutes. Suddenly stopping can create a dangerous situation by causing blood to pool in your muscles, thereby reducing blood flow to your heart and brain.

(3) Repeat the stretches you did when warming up to help ease your muscle tension and any immediate feeling of muscle soreness. **Be careful not to over-stretch.** Your muscles will be warm from activity, and you can possibly over stretch them to the point of injury. Hold the stretches for 30 seconds or more to improve flexibility. After you complete the stretches, your heart rate should be equal to or slightly higher than your resting heart rate, and you should feel relaxed and content.

(4) Do not perform the warm-up jog or joint rotations during your cool-down period.

C-5. CR Fitness. A high level of CR fitness permits you to engage in continuous physical activity without your performance declining and allows you to rapidly recover following fatiguing physical activities. The WOCS physical fitness program uses running as the primary means to help you improve CR fitness because running enables your body to more effectively transport blood and oxygen to the working muscles and brings about positive changes in your muscles' ability to produce energy. Review the guidelines in FM 21-20 for details on the most effective running techniques. You'll participate in four different types of runs during WOCS:

a. **Your Own Pace Runs.** You'll run at the pace you set for the length of time your PT Officer (PTO) prescribes.

b. **Ability Group Runs (AGRs).** AGRs are conducted to provide you enough intensity to improve your CR fitness level. Each group runs at a pace that's intensive enough to produce a training effect for that group and each Soldier in it. AGRs are time runs rather than distance runs. You'll be placed in a group based on your 2-mile run times. Each class normally forms three to four ability groups.

c. **Interval Training Runs.** Interval training is an advanced form of exercise training that helps you significantly improve your fitness level in a relatively short period of time and increase your running speed. In interval training, you run at a pace that is slightly faster than your race pace for short periods of time. You do this repeatedly with periods of recovery between periods of fast running.

d. **Slow Long Distance (SLD) Runs.** The primary objective of the SLD runs is to increase Candidates' CR fitness; during this run, the entire class runs together for three or four miles. As the name indicates, it's a slow run.

C-6. Muscular Strength/Endurance. To help you develop muscular strength/endurance, the WOCS uses the overload principle which is the basis for all exercise training programs. During overload, muscles adapt to increased workloads by becoming larger and stronger and by developing greater endurance. The WOCS physical fitness program employs the following muscular strength/endurance activities:

a. **Push-ups.** You will perform different types of push-ups in a 6-step progression from the hardest to the easiest.

(1) Close hand push-up.

(2) Wide arm push-up.

(3) Standard push-up. Perform this push-up for 1-minute time periods, doing at least half as many as you did on your most recent APFT.

(4) Modified push-up. Perform this push-up as you would a regular push-up except that you keep your knees are on the floor. Keep your back straight, and do not let your lower legs or feet touch the floor at any time during the exercise.

(5) Negative standard push-up. Assume the front-leaning rest position and lower your body slowly (4-6 seconds) to the ground and stay in that position for 2 seconds. Do not push up; instead, rock up on your knees and again assume the front-leaning rest position. Repeat this push-up until you are fatigued.

(6) Negative modified push-up. Perform this push-up the same as you performed the negative standard push-up except that you keep your knees on the floor. Again, repeat to fatigue.

b. **Abdominal Exercises.** You will perform different types of abdominal exercises; just as with push-ups, you'll do these exercises in a 6-step progression from hardest to easiest.

(1) Crunches. Lie on your back with your feet together or up to 12 inches apart, your knees bent to form a 90 degree angle (upper and lower legs) with your feet on the floor/ground, and your arms crossed at chest level with the palms of your hands on opposite shoulders. Raise your upper body forward; hold for two seconds. Repeat to fatigue.

(2) Standard sit-up. Perform this sit-up for 1-minute time periods, doing at least half as many as you did on your most recent APFT.

(3) Modified sit-up. Perform this sit-up the same as you do the standard sit-up except that you cross your arms at chest level with the palms of your hands on opposite shoulders.

(4) Negative standard sit-up. Assume the standard sit-up position and pull your upper body forward to the vertical position, i.e., the resting position, lower your body slowly (4-6 seconds) to the ground, and repeat to fatigue.

(5) Negative Modified Sit-up. Assume the modified sit-up position (arms crossed at chest level with hands on opposite shoulders) and perform the same way you did the negative standard sit-up, repeating to fatigue.

(6) Flutter kick. Lie on your back with your hands beneath your buttocks, your head raised, and your knees slightly bent. Alternately raise and lower your legs, keeping your knees slightly bent and your feet elevated 6 to 18 inches above the floor.

c. **Circuit Training.** Circuit training facilities consist of a group of stations or areas where you perform specific tasks or exercises. The two basic types of circuits are the free and fixed.

(1) Free circuit. In free circuit training, you do not stay at the individual stations for a set period and you do not get a signal to move from one station to the next rather, you work at your own pace, doing a fixed number of repetitions at each station.

(2) Fixed circuit. In a fixed circuit training, you stay at each station for a specific length of time and are given a signal to move from one station to the next.

d. **Rifle Drills.** Rifle drills are a fast-moving method of exercising that you will perform to strengthen your arms, shoulders, and back. It is a good conditioning activity and uses weapons to foster team development. FM 21-20 provides additional rifle drill guidance. WOCS employs three primary rifle drills: Up and Forward; Fore-Up, Behind Back; and Fore-Up, Squat. (WOCS does not use the Fore-Up Back Bend drill because it introduces a greater potential for injury.)

e. **Guerrilla Exercises.** Guerrilla exercises are used to help you improve agility, CR endurance, and muscular strength/ endurance. These exercises require you to change positions quickly and do various basic skills while moving forward. The PTO decides the duration for each exercise by observing its effect on Candidates. Normally each exercise should be continued for 20 to 40 seconds. To produce an overload that improves fitness during guerrilla exercises, Candidates shorten the quick-time marching periods between exercises and do them a second time.

f. **Grass Drills.** Grass drills are exercise movements that feature rapid changes in body position. Performing grass drills will help you improve your CR endurance, develop muscular endurance and strength, and react faster. The drills are vigorous, and, when you do them properly, enable you to exercise all your major muscle groups. In doing the drills, respond to commands as quickly as possible and do all movements at top speed. Continue to repeat each exercise until you receive the next command. Cadence is not counted. The PTO also does each drill, observing its effect on Candidates to gauge the intensity of the session and determine the appropriate duration for each exercise.

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APPENDIX D
REPORTS and FORMS

D-1. General Guidance for Completing all Forms listed in this Appendix. ***NOTE: Sample forms are provided at the end of this appendix.***

a. Print entries in upper-case letters unless directed to do otherwise by Cadre Officers or by other guidance in this SOP. Follow commonly accepted rules for writing. If in doubt, check Army Regulation 25-50.

b. Enter abbreviated dates per guidance in Army Regulation 25-50 (e.g. 6 Jun 08—when you abbreviate the month, you use a 2-numeral date). The exception to this guidance is when you're specifically instructed to write the dates in another way as you are, for example, on peer reports.

c. On all reports and forms, flag and staff all ones (e.g., **1**) and backslash all zeros (e.g., **Ø**).

d. Use only black ink to complete forms.

e. Hyphenate class numbers between the year and class, and use a leading zero if necessary in inserting class numbers (e.g., 08-13).

f. If your class is in one platoon, insert the squad number; if it's in two platoons, insert the squad number followed by the platoon number (e.g. 3-2). Note: If you're in a leadership position, you're still administratively assigned to a squad and you would use that squad number on forms.

D-2. Expedient Spot Report (example on next page).

a. **Purpose.** WOCC cadre members may use this form to record either negative or positive behavior or performance you display. Additionally, it's a tool that helps to identify problem areas and develop courses of action for you and the TAC Officers.

b. **Instructions for Maintaining and Completing the Expedient Spot Report.**

(1) You may have only one spot report in your possession. You will initially receive this form when you report for training. Additional copies (as needed) will be provided by the class S-1 once training begins.

(2) Pre-flight the spot report by completing the NAME: UPPER CASE (L,F,MI.) or (NMN) as appropriate. The CLASS: (Example 08-14).

(3) Keep the spot report in your WOC wallet at all times.

(4) Once you fully understand why you're receiving a spot report (positive or negative), you will be required to sign and date the form in the lower left corner.

SPOT REPORT			WARRANT OFFICER CANDIDATE SCHOOL
NAME: LAST, FIRST MI	CLASS 08-14	TNG DAY 15	DATE

LEADER ATTRIBUTES/SKILLS/ACTIONS:

ATTRIBUTES:	Mental		Physical		Emotional			
SKILLS:	Conceptual		Interpersonal		Technical		Tactical	

ACTIONS (LEADERSHIP) Major activities leaders perform: influencing, operating, and improving

INFLUENCING:	Communicating		Decision Making		Motivating	
OPERATING:	Planning		Executing		Assessing	
IMPROVING:	Developing		Building		Learning	

DEMERIT/MERIT CODE

-15		-21		-26		D		I	
-17		-22		-31		E		J	
-18		-23		A		F		K	
-19		-24		B		G		L	
-20		-25		C		H		OTHER	

CIRCUMSTANCE/ ADDITIONAL COMMENTS

I understand the contents of this spot report. _____

I do/do not have any personal problems affecting my performance. _____

RESULT

ESSAY	200 Words		300 Words		400 Words		500 Words	

SUBJECT: DUE:

DT'S	1 NIGHT		2 NIGHTS		3 NIGHTS	

OTHER	Deferred		Oral Presentation		Subject: DUE:

CANDIDATE SIGNATURE	DATE	CADRE SIGNATURE	DATE

WOCC Form 1a (Expedient SPOT Report) September 08

D-3. Candidate Peer Evaluations (example on next page).

a. **Purpose.** Peer evaluations serve many purposes, to include the following:

(1) They enable TAC Officers to assess your potential to effectively serve as a rater.

(2) They help you improve your written communication skills and competency as a rater.

(3) They provide you candid assessments from your peers as well as allowing you to provide classmates your candid assessments.

(4) They provide you an additional source of information for self reflection and end-of-phase counseling to supplement evaluations you receive from Cadre Officers.

(5) They expose you to the Officer Evaluation Reporting System.

b. **General Instructions.**

(1) You must prepare Peer Evaluations on Candidates in your squad as directed by Cadre Officers. If you're completing the longer resident program, you'll be required to complete Peer evaluations twice, normally on TD 12 and TD 23. Otherwise, you'll have to complete peer evaluations only once, normally on TD 23. Prior to preparing Peer Evaluations, you'll receive formal training on the process.

(2) When you prepare Peer Evaluations on your classmates, be as fair and impartial as possible; base your evaluation on their performance.

(3) Do not fold Peer Evaluation forms, keep them error- and wrinkle-free, and complete all sections properly, neatly, and accurately.

c. **Specific Instructions.**

(1) **PART I - ADMINISTRATIVE DATA:** Complete this portion of the Peer Evaluation Rating Form on the forms you give other Candidates for their use in evaluating you. Follow the guidance in D-1 for completing identification data with the following exceptions: enter your name in all uppercase letters and the date in the YYYYMMDD format (e.g. 20081218) since you'll be required to enter the information this way on an Officer Evaluation Report.

(2) **PART II, PERFORMANCE EVALUATION – PROFESSIONALISM**

(a) Review FM 6-22, Appendix A.

(b) For "**ARMY VALUES**," X either "YES" or "NO" to indicate your perception of whether the Candidate you're rating supports a particular Army Value. For example, if you DO NOT think a particular Candidate supports the Army Value of "HONOR," put an "X" through the "NO" to the right of that line.

(c) In the Leader Attributes/Skills/Actions section, follow the instructions on the form. If you give a Candidate a "No" rating, you must include a comment in Part III, Weaknesses to justify your rating.

(3) **PART III-STRENGTHS AND WEAKNESSES -** Articulate each Candidate's strengths and weaknesses based on the ratings you've selected in the previous parts of the form. If you need additional space, annotate "over" at the bottom of the section for which you need additional space and continue on the back, indicating whether a comment relates to a strength or a weakness.

(a) **Strengths -** Using complete sentences, describe at least three of the Candidate's strengths you've observed.

(b) **Weaknesses -** Using complete sentences, describe at least three of the Candidate's weaknesses you've observed. Use professional, constructive criticism when writing about a Candidate's weaknesses. If you marked any "No" ratings in Part II, you must explain the rating as a weakness.

(4) **PART IV - PERFORMANCE COMPARED TO OTHER CANDIDATES YOU ARE RATING**

(a) Insert the number of Candidates you're rating (this should equal the number of other Candidates in your squad).

(b) Place an X in the box for the rating you think best describes the performance of the Candidate you're rating when you compare that Candidate's performance to the performance of other Candidates' you're rating. You may rate no more than 49% "Above Center of Mass."

(c) Print your first name, middle initial, and last name, using all upper case letters, and then sign your payroll signature.

(d) Enter the date in the YYYYMMDD format (e.g. 20081218).

NAME LAST, FIRST MI	CLASS # 08-18	SQUAD 3-2	TD 12	DATE YYYYMMDD

CHARACTER - Disposition of the leader : combination of values, attributes, and skills affecting leaders actions

a. **ARMY VALUES** (Comments mandatory for "NO" entries).

1. **HONOR**: Adherence to the Army's publicly declared code of values.	**YES**	**NO**	5. **RESPECT**: Promotes dignity, consideration, fairness, & EO.	**YES**	**NO**
2. **INTEGRITY**: Possesses high personal moral standards, honest in word and deed.	**YES**	**NO**	6. **SELFLESS-SERVICE**: Places Army priorities before self.	**YES**	**NO**
3. **COURAGE**: Manifests physical and moral bravery.	**YES**	**NO**	7. **DUTY**: Fulfills professional, legal, and moral obligations.	**YES**	**NO**
4. **LOYALTY**: Bears true faith and allegiance to the U.S. Constitution, the Army, the unit and the Soldier.				**YES**	**NO**

b. **LEADER ATTRIBUTES / SKILLS / ACTIONS**: First mark "YES" or "NO" for each block. Second, choose a total of six that best describe the rated Candidate. Select one from ATTRIBUTES, two from SKILLS (Competence), and three from ACTIONS (Leadership). Place an "X" in the appropriate box. (Comments are mandatory for all "NO" comments.)

b.1. **ATTRIBUTES** (Select 1) Fundamental qualities and characteristics	1	**MENTAL**	**YES**	**NO**	2	**PHYSICAL**	**YES**	**NO**	3	**EMOTIONAL**	**YES**	**NO**
	Possesses desire, will, initiative, and discipline				Maintains appropriate level of physical fitness and military bearing				Displays self-control; calm under pressure			
b.2. **SKILLS** (Competence) (Select 2) Skill development is part of self-development; prerequisite to action	1	**CONCEPTUAL**	**YES**	**NO**	2	**INTERPERSONAL**	**YES**	**NO**	3	**TECHNICAL**	**YES**	**NO**
	Demonstrates sound judgment, critical / creative thinking, and moral reasoning				Shows skill with people: coaching, teaching, counseling, motivating, and empowering				Possesses the necessary expertise to accomplish all tasks and functions			
	4	**TACTICAL**	Demonstrates proficiency in required professional knowledge, judgment, and warfighting								**YES**	**NO**
b.3. **ACTIONS** (Leadership) (Select 3) Major activities leaders perform: influencing, operating, and improving												
INFLUENCING Method of reaching goals while operating / improving	1	**COMMUNICATING**	**YES**	**NO**	2	**DECISION-MAKING**	**YES**	**NO**	3	**MOTIVATING**	**YES**	**NO**
	Displays good oral, writing, and listening skills for individuals / groups				Employs sound judgment and logical reasoning, and uses resources wisely				Inspires, motivates, and guides others toward mission accomplishment			
OPERATING Short-term mission accomplishment	4	**PLANNING**	**YES**	**NO**	5	**EXECUTING**	**YES**	**NO**	6	**ASSESSING**	**YES**	**NO**
	Develops detailed, executable plans that are feasible, acceptable, and suitable				Shows tactical proficiency, meets mission standards, and takes care of people / resources				Uses after-action and evaluation tools to facilitate consistent improvement			
IMPROVING Long-term improvement in the Army its people and organizations	7	**DEVELOPING**	**YES**	**NO**	8	**BUILDING**	**YES**	**NO**	9	**LEARNING**	**YES**	**NO**
	Invests adequate time and effort to develop individual subordinates as leaders				Spends time and resources improving teams, groups, and units; fosters ethical climate				Seeks self-improvement and organization growth, envisioning, adapting, and leading change			

SAMPLE

STRENGTHS:

WEAKNESSES:

TOTAL # OF PERSONNEL RATED	ABOVE CENTER OF MASS	CENTER OF MASS	BELOW CENTER OF MASS
	☐	☐	☐

CANDIDATE'S PRINTED NAME AND SIGNATURE	DATE

D-4. Uniform Inspection Report (UIR) (example on next page).

a. **Purpose.** Class TACs and the Candidate chain of command use the UIR to record the results of uniform and personal appearance inspections.

b. **Instructions for Maintaining and Completing the UIR.**

(1) Maintain one, and only one, UIR in your WOC kit during the duty day in inspection-ready condition, i.e., no wrinkles, error free, and unfolded; whenever you need another UIR, get it from the Class Administrative Officer who is required to stock and issue the forms.

(2) Complete the identification and uniform blocks of your UIR prior to the first duty formation each morning; the individual who inspects your uniform and appearance will complete the remaining blocks. Under "Uniform Type," list the uniform you're wearing for the formation (e.g., "ACU"—the codes are listed on the form).

(3) During your in-ranks inspection at the first duty formation each morning, a Candidate chain of command member or TAC Officer will inspect your uniform and personal appearance to determine if you meet standards for each item IAW guidance in AR 670-1 and this SOP. The inspector enters his/her name in the first open space in the "Inspector's last name, position abbreviation" column and enters ratings in appropriate blocks of the form.

(4) For each inspection, the inspector will record your merits and demerits in one of larger blocks at the bottom of the form (one block for each inspection) using codes from Appendix B; the inspector must provide you the codes for any "U" ratings. An example of how an inspector will record a discrepancy is as follows: if you incorrectly measured for placement of your insignia, the inspector would use the code "d-6M." The "d" indicates the insignia column on the form and the "6M" indicates the discrepancy code from Appendix B.

(5) When all of the inspection blocks of your UIR have been completed, submit the form through your Candidate chain of command to the Primary TAC, and get a new form from your Administrative Officer.

UNIFORM INSPECTION REPORT

WARRANT OFFICER CANDIDATE SCHOOL

NAME: ADAMS, TODD C. CLASS: 08-18 SQUAD: 3-2

Codes for ratings: **S** – Satisfactory **U** – Unsatisfactory **X** – Not Applicable
Codes for uniform types: **A** = class A; **B** = class B; and **ACU** = Army Combat Uniform

Inspection block		a	b	c	d	e	f	g	h	i	j	k	l	
DATE	**Uniform Type**	**Head Gear**	**Hair**	**Shave**	**Insignia**	**Ribbons Medals Badges Tabs**	**Uniform Clean Pressed**	**Gig Line**	**Pistol Belt**	**Web Belt Buckle**	**Foot Gear**	**Laces**	**Hygiene**	**Inspector's last name, position abbreviation**
10 Jul 08	ACU	S	S	S	U	S	S	U	S	S	U	S	S	Monk, CSL
11 Jul 08	A	S	S	S	U	U	S	S	X	S	U	S	S	Monk, CSL

DATE: 10 Jul 08 d -6M g -1 j -7 -8	DATE: 11 Jul 08 d -6M e -1-6m j -7 -8	DATE:_____	DATE:_____	DATE:_____
DATE:_____	DATE:_____	DATE:_____	DATE:_____	DATE:_____

SAMPLE

WOCC FORM 4 (Uniform Inspection Report) September 08

D-5. Self Assessment Report (example on next page).

a. **Purpose.** Use the Self Assessment Report to document your perception of the performance you demonstrate while you are assigned to a leadership position. TAC Officers will include this assessment with their own assessments to develop courses of action to help you improve your leadership. Use the Leader Attributes and Core Leader Competencies, outlined in FM 6-22, Appendix A, as a guideline for documenting your strengths and weaknesses.

b. **Instructions for Maintaining and Completing the Self Assessment Report.**

(1) You are authorized only one self assessment report in your possession. You will initially receive this form when you report for training. The S-1 will provide additional copies as you need them after you serve in a leadership position.

(2) Pre-flight the self assessment report by completing the NAME: UPPER CASE (L,F,MI.) or (NMN) as appropriate and the CLASS: (Example: 08-14).

(3) Keep the self assessment report in your WOC wallet at all times.

(4) Once you assume a leadership position, you may begin annotating what you consider your strengths and weaknesses, using FM 6-22, Appendix A, as a guideline. As a minimum, identify three strengths and three weaknesses. For weaknesses you identify, develop a plan for improvement, and discuss it with your TAC Officer.

SELF ASSESSMENT REPORT			WARRANT OFFICER CANDIDATE SCHOOL	
NAME	CLASS #	DUTY POSITION	TRAINING DAY(S)	DATE

SUMMARY OF PERFORMANCE (TIME, SITUATION, TASK, ACTION, RESULT):

SAMPLE

STRENGTHS:	WEAKNESSES:
1.	1.
2.	2.
3.	3.

CORRECTIVE ACTIONS (ACTIONS TO IMPROVE LEADERSHIP SKILLS):

CANDIDATE'S SIGNATURE	DATE

D-6. Individual Equipment Readiness Report (IERR) (example on next page).

a. **Purpose.** When you're in the chain of command, you'll use this form to record the results of daily individual equipment readiness and SOP compliance inspections (training days only); the purpose of the inspections is to ensure Candidates are correctly maintaining readiness of their equipment and complying with appropriate SOPs.

b. **Instructions for all Candidates.**

(1) Maintain one, and only one, IERR on your desk during the duty day in inspection-ready condition, i.e., no wrinkles, error free, and unfolded; whenever you need another IERR, get it from your Class Administrative Officer who is required to stock and issue the forms.

(2) Complete the administrative block of your IERR per guidance in D-1; the individual who conducts the inspection will complete the remaining blocks of your IERR.

(3) Review the applicable SOPs (Barracks SOP, WOC SOP, etc.) to become familiar with the maintenance standards for your individual equipment; check daily to ensure you're maintaining those standards.

(4) When all of the inspection blocks of your IERR have been completed, submit the form through your Candidate chain of command to the Primary TAC, and get a new form from your Administrative Officer.

c. **Instructions for Chain of Command Candidates who Conduct Inspections.**

(1) Inspect Candidates' individual equipment readiness and SOP compliance every training day.

(2) In the first open row on the form, enter the date, appropriate codes to indicate Candidates' equipment readiness and SOP compliance using the letter codes listed on the form, and your last name and Candidate position.

(3) Any time you rate items "unsatisfactory," describe the deficiencies in the first large open cell at the bottom of the form using applicable codes from Appendix B; note the training day. In the sample form below, the line "CWL/LQL-18" means the following: the equipment item that doesn't meet standards is in the Candidate's wall locker ("CWL") and it's low quarter laces ("LQL"); the "18" means the non-compliance with standards was a result of failure to follow instructions

WOC INDIVIDUAL EQUIPMENT READINESS REPORT (WIRR)

NAME: ADAMS, TODD C. CLASS: 08-18 SQUAD: 3-2

S – Satisfactory **NI –** Needs Improvement **U** – Unsatisfactory

Inspection block		a	b	c	d	e	f	g	h	i	j	k	l	
DATE	**TD**	**D**	**DD1**	**DD2**	**DD3**	**BED**	**SS/GS**	**CWL**	**CWL Top (TA-50)**	**R/FL**	**WI/WB/WL**	**DIS**	**Is PSA Secure?**	**Inspector's last name, position abbreviation**
11 Jul 08	3	S	U	S	S	S	S	U	S	U	S	S	S	Bates, CSL

SAMPLE

TD__3___ DD1-2 CWL/ LQL-18 GJ-13 FL-7-8-10	TD_____	TD_____	TD_____	TD_____
TD_____	TD_____	TD_____	TD_____	TD_____

WOCC FORM 10A (Individual Equipment Readiness Report) September 08

D-7. Common Area Inspection Report (CAIR) (example on next page).

a. Purpose. Class TACs and the Candidate Leadership use this form to record the results of common area inspections. It's the tool that helps identify problem areas and develop courses of action.

b. **Instructions for Posting and Completing the CAIR.**

(1) CSLs in charge of common areas must complete Parts I and II of the CAIR; they must complete Part I prior to displaying the form.

(2) Display only one CAIR in each common area.

(3) Do not post a new CAIR form when leadership changes; rather, post each form until all blocks have been completed, and then submit it to the Primary TAC through the Candidate chain of command.

c. **Specific instructions for Completing Blocks in the CAIR Form.**

(1) **PART I -- Administrative Data.**

(a) Insert the name of the detail area (e.g., WEST LATRINE).

(b) Insert the class number.

(c) Insert the class's week of training (e.g., 1, 2, 3, etc.).

(d) Alphabetically insert the last name of each squad member in upper and lower case letters; separate names with commas.

(2) **PART II -- Discrepancies and Remarks.**

(a) After correcting identified deficiencies, line through the item abbreviation and merit or demerit codes using a straightedge.

(b) Immediately after each line entry, place the total number of demerits in a circle or the total number of merits in a square. Then, total the merits and demerits for that day and place them in their corresponding merit and demerit blocks to the right of the CSL's name.

(c) Enter the date after the inspector has recorded the abbreviations or remarks describing deficiencies and merit and demerit codes.

(d) Insert the CSL's name in the first unused block in Part II; if another CSL's name is in a block but no entries have been made in the block below the name, line through that CSL's name and put the current CSL's name.

COMMON AREA INSPECTION REPORT (CAIR)	Warrant Officer Candidate School

PART I - Administrative Data

Detail Area: WEST LATRINE	Class: 08-20	Training Week: 1

Squad Members: Adams, Calloway, Christy, Jones, Monk, Sanchez, Smith	Squad: 3-2

PART II - Discrepancies and Remarks

Date: 1 Jul 08	Candidate Squad Leader (CSL): Jones	Merits: 4	Demerits: 25
~~MI -8 -18~~ (11) ~~SW -7 -8 -10 -11 -18~~ (14) ~~FL -L~~ [4]	***Note: Refer to Appendix B for acronyms, definitions, and nomenclature; codes; and merit and demerit values.***		
Date: 5 Jul 08	Candidate Squad Leader: ~~Lightner~~ Ramirez	Merits:	Demerits: 10
~~MI -18~~ (10)	***Note: No entries were made while Lightner was the CSL, so Lightner's name was lined through and the new CSL's name was inserted..***		
Date:	Candidate Squad Leader:	Merits	Demerits:
Date:	Candidate Squad Leader:	Merits:	Demerits:
Date:	Candidate Squad Leader:	Merits:	Demerits:
Date:	Candidate Squad Leader:	Merits:	Demerits:

SAMPLE

WOC Form 6 (Common Area Inspection Report [CAIR]) June 08

D-8. Leadership Reaction Course (LRC) Evaluation Report (example on next page).

a. Purpose. TAC Officers use this form during the FLX as a tool in assessing Candidates' overall leadership.

b. Instructions for Completing the LRC Evaluation Report. You will be issued this form and provided instructions for completing it prior to the FLX.

(1) Enter the date after the inspector has recorded the abbreviations or remarks describing deficiencies and merit and demerit codes.

(2) Insert the CSL's name in the first unused block in Part II; if another CSL's name is in a block but no entries have been made in the block below the name, line through that CSL's name and put the current CSL's name.

			WARRANT OFFICER CANDIDATE SCHOOL	
CANDIDATE LAST, FIRST MI	CLASS # 08-18	DUTY POSITION TEAM LEADER	TRAINING DAY 22	DATE:

LEADERSHIP ACTIONS		RATING
ASSESSING	AS	
BUILDING	BD	
COMMUNICATING	CO	
CONCEPTUAL	CL	
DECISION-MAKING	DM	
DEVELOPING	DV	
EMOTIONAL	EM	
EXECUTING	EX	
INTERPERSONAL	IN	
LEARNING	LN	
MENTAL	ME	
MOTIVATING	MO	
PHYSICAL	PH	
PLANNING	PL	
TACTICAL	TA	
TECHNICAL	TE	

OBSERVATIONS (Time, Situation, Task, Action, Results)

TIME: _____

SITUATION:

TASK: LRC STATION NUMBER: _____

ACTION:

RESULTS: GO NO-GO

COMMENTS:

	GO	NO-GO	
			RECEIVE THE MISSION
PL			UNDERSTANDS THE MISSION (ASKS APPROPRIATE QUESTIONS)
TA/PL			CONDUCTS A RECON (PHYSICAL/VISUAL)
DV			FORMULATES A PRELIMINARY PLAN (BRIEFS IT TO THE EVALUATOR)
			ISSUE THE ORDER/COMPLETE THE PLAN
CO			BRIEFS THE MISSION
CO			BRIEFS THE OBSTACLE (INCLUDING AVAILABLE EQUIPMENT)
CO/EX			BRIEFS THE PLAN OF ACTION
PL/DV			PLAN IS SIMPLE AND UNDERSTANDABLE
PL/DV			PLAN USES AVAILABLE RESOURCES, WHERE REQUIRED
IN/PL			ENSURES PLAN IS UNDERSTOOD BY ALL TEAM MEMBERS
BD			ALL TEAM MEMBERS ARE ASSIGNED APPROPRIATE TASKS
PL/BD			SOLICITS APPROPRIATED SUGGESTIONS AND COMMENTS
PL/IN			MODIFIES PLAN, IF NECESSARY, TO INCORPORATE TEAM IDEAS
			SUPERVISE AND REFINE
EX/MO			TAKES CHARGE IMMEDIATELY
EX			MAINTAINS CONTROL (DOES NOT ALLOW ANYONE TO TAKE CHARGE)
EX/TA			POSITION HIM/HERSELF IN A GOOD LOCATION TO OBSERVE AND DIRECT
DM			MAKES SOUND AND TIMELY DECISIONS
MO			ENCOURAGES TEAM MEMBERS
DM			AVOIDS UNNECESSARY PHYSICAL INVOLVEMENT
BD			EMPHASIZES TEAMWORK (TO ESTABLISH AND MAINTAIN COHESION)
TE/EM			DISPLAYS INGENUITY AND IS FLEXIBLE
EX			COMPLETES THE MISSION
			CONDUCT AN AFTER ACTION REVIEW
AS			RESTATES MISSION
AS			DISCUSSES WEAKNESS
AS			DISCUSSES STRENGTHS

CANDIDATE SIGNATURE	DATE	CADRE SIGNATURE

SAMPLE

WOCC FORM 13 (Leadership Reaction Course) September 08

APPENDIX E
EQUIPMENT/UNIFORM MARKING GUIDE

E-1. General. This appendix describes how to mark your equipment and uniforms. Marking will help you maintain control and accountability and is standardized throughout the course. Mark all items IAW these procedures.

E-2. Marking Key. Marking keys are as follows:

a. **"FH":** Markings will be freehand.

b. **"S":** Use a stencil.

c. "**B**": Mark in black.

d. **"W":** Mark in white.

e. **"C":** Center markings.

f. **"NT":** Marking will consist of a nametape.

g. **"/":** A slash (/) means either/or as marking color is dependent on the color of the item being marked.

E-3. Procedures. Use only the following items to mark clothing and equipment:

a. Pen with black ink.

b. Black permanent marker or laundry marker.

c. White laundry marker.

d. White 1" adhesive tape (stenciled with 1" letters).

e. A stencil of your last name. Use no more than 10 letters; if your name is longer than 10 letters, just use the first 10 letters.

E-4. Specifics.

a. Use upper-case letters to mark items. Make freehand markings neat and legible. Do not re-mark previously marked items if it would make them unsightly or unserviceable.

b. Construct name tapes on tape that's 1" wide and 12" long unless directed to do otherwise. Use stencil letters, completely filling in the letter area with black ink. If you have the same last name as any other Candidates in your class, add a comma, space, your first initial, and a period after your name.

c. Do not mark clothing and equipment to indicate alignment, placement, or positioning of rank.

MARKING TABLE

ITEM	KEY	GUIDELINES
ARMY COMBAT UNIFORM (ACU)		
1. CAP (ACUPC)	FH-B	Last name on bottom edge of sewn-in label.
2. COAT (ACUC)	FH-B	Bottom edge of laundry tag.
3. TROUSERS (ACUT)	FH-B	Bottom edge of laundry tag.
4. COLD WEATHER COAT (CWC)	FH-B	Bottom edge of laundry tag.
ARMY GREEN SERVICE UNIFORM		
1. BERET (BER)	FH-B/W	Inside of beret on the flash stiffener reading left to right with headband to the bottom.
2. COAT, ARMY GREEN (AGC)	FH-B	Bottom edge of laundry tag.
3. TROUSERS, ARMY GREEN (AGT)	FH-B	Bottom edge of laundry tag.
4. SKIRT, ARMY GREEN (AGS)	FH-B	Bottom edge of laundry tag.
5. SHIRT, ARMY GREEN (415S/L)	FH-B	Bottom edge of laundry tag.

MARKING TABLE

ITEM	KEY	GUIDELINES
ACCESSORIES		
1. FIELD PACK (FP)	FH-B-C	Make a 6” tab with medical tape and attach it to the FP with a binding ring.
2. BELT (BE), WEB, WAIST	FH-W	Inside, 6” from where the tip connects to webbing.
3. BOOTS (BO)	FH-W	Name inside, top right-hand side, below finished leather collar. Cut a single small notch at the center of the front edge of each heel on one pair and two small notches at the center of the front edge of each heel on the other pair. If the boots have flat or ridged soles, place one white dot on the recessed portion of the soles of one pair of boots and two white dots on the soles of the other pair.
4. COAT, ALL WEATHER (AWC)	FH-B/W	Bottom edge of laundry and liner (AWC) tags.
5. GLOVES, LEATHER (LGS)	FH-W-C	Inside back, centered 1” down from wrist opening.
6. GLOVE INSERTS (GI)	FH-W-C	Inside back, centered 1” down from wrist opening.
7. NECK TABS, FEMALE	FH-W	On the back.
8. NECKTIES, MALE (T)	FH-W	On the back, 6” from the wide end tip, towards the small end.
9. BLACK BOOK BAG (BBB)	FH-B-C	Make a 6” tab with medical tape and attach it to the BBB with a binding ring.
10. SHOES, OXFORD (LQ)	FH-W	Inside, top right-hand side, front to rear.
11. SOCKS, BLACK (LQS)	FH-W	Top of foot, forward of toe seam, reading left to right.
12. SOCKS, BOOT (BS)	S-W-C	Top of foot, 1” aft of toe seam, reading to the heel.
13. BRASSIERES	FH-B	Inside left support strap.
14. UNDERPANTS/UNDERSHORTS (UP)	FH-B	Male: Inside, 1” right of waistband label, reading left to right. Female: Inside, centered on back below waistband.
15. UNDERSHIRT (US), TAN	S-B-C	Outside front, 5” below neck seam reading left to right.
16. UNDERSHIRT (US), WHITE	FH-B-C	Inside back, along bottom edge.
17. DRESS GLOVES (DG)	FH-B/W	Inside back, centered 1” down from wrist.
18. GORE-TEX JACKET/LINER (GJ)	FH-B/W	Bottom edge of laundry tags.

MARKING TABLE

ITEM	KEY	GUIDELINES
IMPROVED PHYSICAL FITNESS UNIFORM (IPFU)		
1. IPFU T-SHIRT, SHORT- AND LONG-SLEVE	FH-B	Bottom of manufacturer's label.
2. SHOES, GYM (GS)	FH-B/W	Inside, top right-hand side, reading front to rear.
3. SOCKS, ATHLETIC (AS)	S-B-C	Top of foot, 1” aft of toe seam, reading front to rear.
4. IPFU PANTS (IPFUT)	FH-B	Bottom of manufacturer's label.
5. IPFU JACKET (IPFUJ)	FH-B	Bottom of manufacturer's label.
6. IPFU SHORTS	FH-B	Bottom of manufacturer's label.
TA-50		
1. CANTEEN (CA)	S-B-NT-C	On concave side, ½” below cap retainer, reading top to bottom.
2. DUFFLE BAG	FH-B-C	Make a 6” tab with medical tape and attach it to the FP with a binding ring.
3. HELMET, BALLISTIC (BH)	S-B-NT-C	Inside top, reading front to rear.
4. PISTOL BELT (PB)	S-B-NT-C	Inside back of belt, reading left-to-right.
5. SUSPENDERS, PB (PBS)	S-B-NT-C	Underside of left strap, reading top-to-bottom.
6. WET WEATHER JACKET (WWJ)	S-B-NT-C	Inside, bottom, rear, along the seam, reading left-to right.
7. WET WEATHER TROUSERS (WWT)	S-B-NT-C	Inside, top, rear, along the seam, reading left-to-right.
MISCELLANEOUS		
1. CLASS HAT (CH) (optional purchase)	FH-B/W	Inside the headband on the right-hand side.
2. CLASS SHIRT (optional purchase)	FH-B/W	On the back of the manufacturer's label.
3. HANDKERCHIEF (HK) (optional purchase)	FH-B	1” from the left and bottom, reading left to right.
4. IRONING BOARD (IB)	S-B-NT-C	Underside, 1” up and parallel with wide end, reading left to right.
5. RAGS	FH-B/W	Mark the word RAG so it’s readable when rags are folded.

MARKING TABLE

ITEM	KEY	GUIDELINES
6. SHOWER SHOES (SS)	S-B/W	Position the SS in front of you with the toes and heels of the shoes together and the right shoe nearest you with the toe to the right. Stencil your last name as instructed for the NT (paragraph E-4b) on both shoes, starting 1” from the heel, left to right, and centered from top to bottom as the shoes are positioned in front of you.
7. TOWELS (TO), BROWN	S-B-C	On rolled hem side, 1” up from bottom edge,(tagged end is the bottom) reading left to right.
8. WASHCLOTHS (WC), BROWN	S-B-C	1” up from bottom edge, (tagged end is the bottom) reading left to right.
9. WOC WALLET (WW)	FH-B-C	Inside top flap, reading left to right.

APPENDIX F
UNIFORM INSIGNIA

Note: If you're in senior status and have senior privileges, wear non-subdued rank insignia.

F-1. Army Combat Uniform (ACU).

a. **Army Combat Uniform Patrol Cap (ACUPC).** If you're not serving in a Candidate Officer Leadership position, place the subdued WOC insignia centered on the front of the cap, left to right, top to bottom, as shown in Figure F-1 below. If you're serving in a Candidate Officer Leadership position, place the appropriate rank insignia for your class status, rather than the WOC insignia, on the cap.

b. **Pocket, Army Combat Uniform Coat (ACUC).**

(1) Wear a colored tab (your class color), also called the WOC tab (WT) or class tab, buttoned or affixed to the Velcro under the pocket flap, to the right side of the left breast pocket as shown in Figure F-2 below.

(2) If you're serving in a Candidate NCO leadership position other than the Candidate First Sergeant position, center the rank insignia appropriate for your status on the exposed portion of the WT, left-to-right, top-to-bottom, as shown in Figure F-3 below.

c. **Army Combat Uniform Coat (ACUC).** When you're wearing the ACUC, wear the subdued or non-subdued WOC insignia IAW your phase of training. Center the insignia on the front tab from top to bottom, left to right, and reading from left to right as shown in Figure F-4 below. If you're serving in a Candidate Officer Leadership position, wear non-subdued or subdued rank insignia on your headgear, as appropriate to your training status.

F-2. Class B Uniform.

a. **Beret (BER).** Wear the BER with the Class B uniform. If you're not serving in a Candidate Officer Leadership position, wear the non-subdued WOC insignia on the flash of the BER. If you're serving in a Candidate Officer Leadership position, wear the non-subdued Candidate leadership insignia. Center the insignia left to right and top to bottom on the flash as shown in Figure F-5 below.

b. **Shirt Pocket/Blouse Front, Class B Uniform (415S/415L).**

(1) If you're male, attach a WT to the button under the left pocket flap as shown in Figure F-6 below. If you're female, attach a WT on the left side with a silver metal disk issued by supply (use a safety pin if supply is out of the metal disks). Align the top of the WT with the bottom of the nameplate as shown in Figure F-7 below.

(2) If you're serving in a Candidate NCO leadership position other than Candidate First Sergeant, center the non-subdued rank insignia on your WT IAW paragraph F-1b(2) as shown in Figures F-6 and F-7 below.

c. **Collar, Class B Uniform (415S/415L).**

(1) Wear non-subdued WOC insignia centered on both collars of your Class B Uniform collar, 1" above the lower edge of the collar with the center line bisecting the letter "O" of the insignia parallel to the lower edge of the collar. Affix the insignia on the right collar so it reads down and the insignia on the left collar so it reads up as shown in Figure Figures F-6 and F-7 below (i.e., periods to the outside).

(2) If you are the Candidate First Sergeant, wear non-subdued First Sergeant rank on your Class B Uniform collars, 1" above the lower edge of the collar with the center line of the insignia parallel to the lower edge of the collar.

d. **Epaulets.** If you're serving in a Candidate Officer Leadership position, wear non-subdued rank insignia centered on both epaulets equal distance between the outside shoulder seam and the outside edge of the button as shown in Figure F-8 below. If you're not serving in a Candidate Officer Leadership position, do not wear rank on your epaulets.

F-3. Class A Uniform.

a. **Beret (BER).** Wear the BER with the Class A uniform. See instructions in F-2a above.

b. **Pocket/Coat Front, Army Green Coat (AGC).** The guidance for placement of the WT on the Class B Uniform shirt front/blouse front pocket applies to placement of the WT on the AGC (F-2b). Females only: Center the WT below your ribbons and badges.

c. **Collar, AGC.** Wear non-subdued WOC insignia on both collars of the AGR, 1" above the notch, with the center line of the insignia bisecting the notch and parallel to the inside edge of the collar as shown in Figures F-9 and F-10 below.

F-4. Black, All-Weather Coat (AWC).

a. **Collar, AWC.** Follow the guidance in F-2c above.

b. **Epaulets, AWC.** Follow the guidance in F-2d above.

F-5. ACU/BDU, Cold Weather Coat (CWC).

a. **Pocket, CWC.** Follow the guidance in F-2b above.

b. **Collar, CWC.** Follow the guidance in F-2c above.

c. **Epaulets, CWC.** Follow guidance in F-2d above.

F-6. Gore-Tex Jacket (GJ). Wear the subdued or non-subdued WOC insignia that's appropriate for your phase of training with the GJ. Center the insignia on the front tab from top to bottom, left to right, and reading from left to right. If you are serving in a Candidate Officer Leadership position, wear non-subdued or subdued rank insignia as appropriate to your training status.

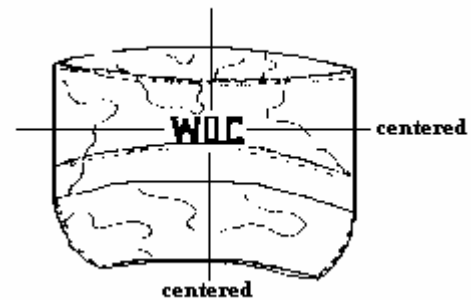

Figure F-1. WOC insignia placement on the ACUPC.

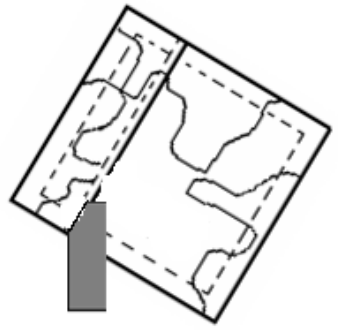

Figure F-2. WT placement on the ACUC left pocket.

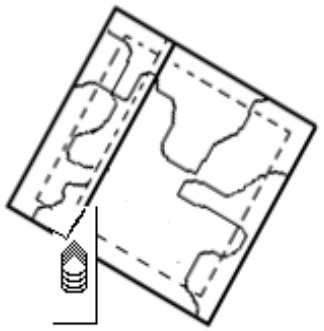

Figure F-3. Rank insignia placement on the WT (left ACUC pocket).

Figure F-4. WOC insignia and class tab/rank insignia placement on the ACUC.

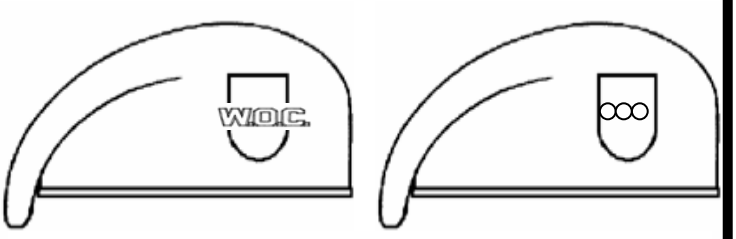

Figure F-5. WOC insignia placement on the BER.

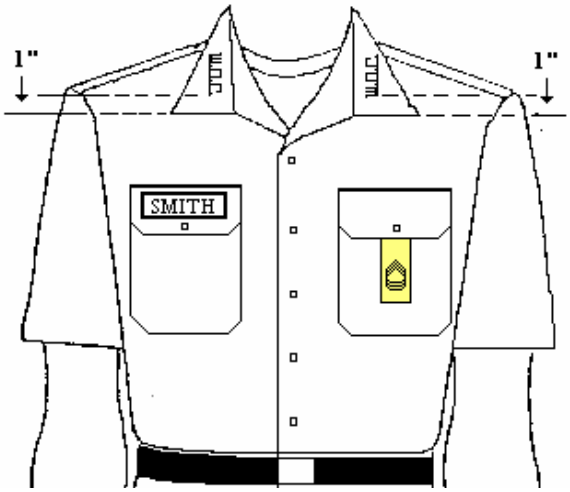

Figure F-6. WOC and rank insignia, WT, and nameplate placement on the 415S/415L uniform for males.

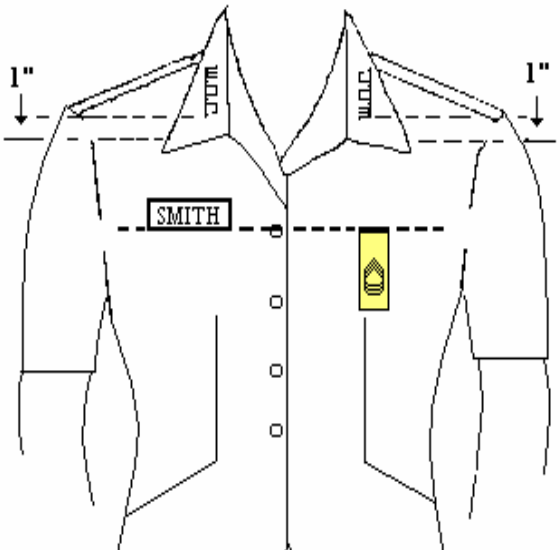

Figure F-7. WOC and rank insignia, WT, and nameplate placement on the 415S/415L uniform for females.

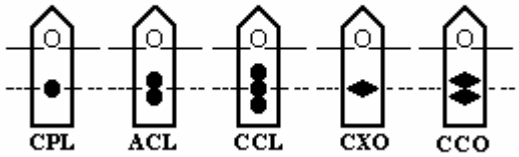

Figure F-8. Rank insignia placement on 415S/415L uniform epaulets.

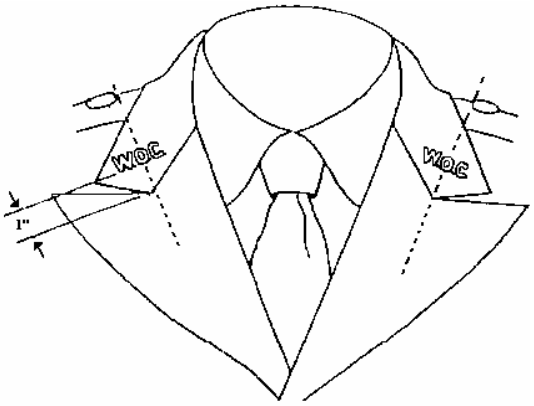

Figure F-9. WOC insignia placement on the collar of the AGC for males.

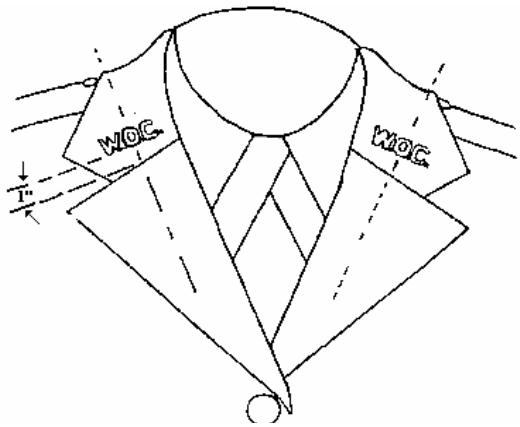

Figure F-10. WOC insignia placement on the collar of the AGC for females.

F-4

APPENDIX G
REQUIRED 3x5 CARDS

G-1. General. Use 3x5 cards to relay information as explained in the rest of this appendix. The following information applies to all 3x5 cards.

a. Neatly print all information on required 3x5 cards, using a pen with black ink unless instructed otherwise in this appendix.

b. When necessary, use codes from Appendix B.

c. Flag and staff all ones (e.g., **1**) and backslash all zeros (e.g., **Ø**).

d. In writing dates on cards, use the 2-digit numeral for the day, spell out the month , and use the 4-digit numeral for the year unless you're directed by this SOP to do otherwise.

e. Enter your signature block and signature as follows: Begin by printing your first name, your middle initial, a period, and your last name in upper-case letters. If you don't have a middle name, insert "(NMN)" in place of the middle initial and period. Use JR, SR, III, IV, etc. if applicable. On the next line, insert '"WOC," a comma, and "USA." On the next line, insert "Class" and your class number (hyphenate the class number). After completing your signature block, sign your payroll signature on the line directly above the signature block 2 ½" from the left side of the card.

f. If you need more lines than are available on a 3x5 card, tape another card to the back of the original. Align the bottom of the top card with the first line on the next card. Do not trim the top of the second or subsequent cards in any way.

g. Attach 3x5 cards in required locations (paragraph G-3) by applying double stick tape to the back of the cards. Apply the tape all the way across the top of the first card and bottom of the last card. You may use tape may on additional cards as required to maintain a neat appearance.

G-2. Types and Uses of Cards.

a. **Discrepancy (DIS) Card.** Prepare DIS cards for individual rooms and common areas. Record missing hardware and damaged or unserviceable items to real property on the DIS (e.g., room furniture, building structure, latrine fixtures, etc.). For each entry on the DIS, describe a fault and a "reported to maintenance" date and work order number. If the fault does not rate a work order number, don't report it. If there are no faults, the card will state, "No discrepancies noted."

b. **Locator Card (LOC).** Prepare an LOC to indicate your location whenever you are away from your personal area during study hour, personal preparation time, or any other time when you are not involved in scheduled training.

c. **Probation Card (PRC).** Prepare a PRC whenever you are placed on probation.

d. **Medication (MED) Card.** Prepare two MED cards whenever you're taking or using any medication.

e. **Room Occupancy Card (ROC).** Prepare a ROC to indicate your room's occupants.

G-3. Displaying Cards.

a. **Discrepancy (DIS).** Display a DIS card in all rooms and common areas even if there are no discrepancies to report. In common areas, display the DIS 2" above and centered on the wall light switch. If there is no light switch, or it's not possible to post the DIS in that location, display the DIS 2" below and centered on the CAIR. In personal areas, display the DIS on the outside of the room door 12" from the top of the door and centered left to right.

b. **Locator Card (LOC).** Display the LOC whenever you are away from your personal area during prescribed study time, personal preparation time, or any other time when you are not involved in scheduled training. Place the LOC centered left to right and grounded to the rear of the desk wall. If your WOC kit (WK) is in place, display the LOC centered left to right on top and to the rear of the WK. When you don't need to display a LOC, store it IAW your prescribed class standard.

c. **Probation Card (PRC).** Display your PRC face up and aligned to the left bottom and front desk edge so it can be read by someone who is standing in front of your desk.

d. **Medication (MED) Card.** Maintain one MED card in your WOC wallet and give one to your Primary TAC.

e. **Room Occupancy Card (ROC).** Display a ROC on the outside upper left corner of the door of each room. Align the card edges flush with the door edges.

G-4. Disposition of Cards.

a. Prepare a new DIS when the status of discrepancies changes. Enter the date the card is prepared.

b. Prepare a PRC only once; it's good for the entire length of the probation.

c. Prepare new ROCs when there's a change. A new ROC does not need to be made when the CCS changes.

G-5. Format.

a. **Discrepancy (DIS).**

(1) Center the appropriate heading (i.e., "DISCREPANCY CARD") on the first line in upper-case letters as shown in figure G-1.

(2) Center the date on the third line.

(3) Left justify the body starting on the fifth line following the format shown in figure G-1. Use abbreviations from appendix B. Use 1" left and right margins.

(4) After the last entry, skip two lines and insert your signature block.

b. **Locator Card (LOC).**

(1) Center the heading (i.e., "LOCATOR CARD") on the first line in upper-case letters as shown in figure G-2.

(2) On the second line, insert "DATE PREPARED," colon, and the date right justified to a ¼" margin.

(3) On the third line insert "LOCATION," and an equal symbol (i.e., "=") left justified to a ¼" margin.

(4) On the fourth line insert "TIME OF DEPARTURE" and an equal symbol left justified to a ¼" margin.

(5) On the fifth line insert "EST TIME OF RETURN" and an equal symbol line left justified to a ¼" margin.

(6) After the last entry, skip two lines and insert your signature block.

(7) When using the LOC, fill in the LOCATION, TIME OF DEPARTURE, and EST TIME OF RETURN in pencil. Once you return, erase the information and store the LOC in your personal security area (PSA).

c. **Probation card (PRC).**

(1) If you are on punitive probation, place a ¼" border in black on a 3x5 card as shown in figure G-3.

(2) Center the appropriate heading (i.e., "TAC OFFICER PROBATION," "SENIOR TAC OFFICER PROBATION," or "COMMANDER PROBATION") on the second line in upper-case letters.

(3) On the fourth line, enter the date (centered) that you were placed on probation.

(4) After the date, skip two lines and insert your signature.

d. **Medication (MED) card.**

(1) Center the heading (i.e., "MEDICATION CARD") on the first line in upper-case letters as shown in figure G-4.

(2) On the third line insert the drug name, a slash (i.e., "/"), the date you started the medication, a slash, and the dosage left justified between ½" left and right margins.

(3) Continue to list medication on subsequent lines as required.

(4) After the last entry, skip two lines and insert your signature.

(5) Your MED cards must be approved and initialed by the Primary TAC Officer.

e. **Room occupancy card (ROC).**

(1) Insert the room number as shown in figures G-5 and G-6.

(2) For unoccupied rooms, the CCS inserts his/her signature block ending on the last whole line of the ROC and the word 'UNOCCUPIED' in 1" upper-case lettering on the card as shown in figure G-7.

(3) For occupied rooms, starting on the third line, alphabetically insert occupants' last names, a comma, first initials, and a period. Fill two lines with the letters of each name, skip a line after each name, and left justify the names to a 1" margin as shown in figure G-6.

Centered → DISCREPANCY CARD

Centered → 27 July 2008

---1”--- 1. Overhead L inoperable. Reported to maintenance on ---1”-
22 July 2004. Work Order # 987654 assigned.
2. L switch broken. Reported to maintenance on 22
July 2004. Work Order # 987655 assigned.

Shannon S Smith

---------- 2 ½” ---------- SHANNON S. SMITH
WOC, USA
Class 08-17

Figure G-1. Discrepancy Card (DIS)

Centered → LOCATOR CARD

Right Justified against margin → DATE PREPARED 29 July 2008

LOCATION =

¼” TIME OF DEPARTURE = ¼”

EST TIME OF RETURN =

Shannon S Smith

---------- 2 ½” ---------- SHANNON S. SMITH
WOC, USA
Class 08-17

Figure G-2. Locator Card (LOC)

Centered → TAC OFFICER PROBATION

Centered → 27 July 2008

Shannon S Smith

---------- 2 ½” ---------- SHANNON S. SMITH
WOC, USA
Class 08-17

Figure G-3. Probation Card (PRC)

Centered → MEDICATION CARD

½” Motrin / 23 July 2008 / 1 tablet twice a day

Shannon S Smith

---------- 2 ½” ---------- SHANNON S. SMITH
WOC, USA
Class 08-17

Figure G-4. Medication Card

Center the word “UNOCCUPIED” on the card in 1” font.

UNOCCUPIED

Shannon S Smith

← 2 ½ ” → SHANNON S. SMITH
WOC, USA
318 Class 08-17

Figure G-5 Room Occupancy Card (ROC-UNOCCUPIED).

1”

ALRICH, J.
BADER, P.
BLUE, M.

318

Figure G-6. Room Occupancy Card (ROC-OCCUPIED)

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APPENDIX H
DAILY REFLECTION

4-Wk TNG DAY	6-Wk TNG DAY	DAILY REFLECTION	DEFINITION
	1	LEADERSHIP	Influencing people by providing Purpose, Direction, and Motivation.
	2	BE, KNOW, DO	Clearly and concisely states the characteristics of an Army leader.
	3	ARMY VALUES	Guide you, the leader, and the rest of the Army.
	4	LOYALTY	Bear true faith and allegiance to the U.S. Constitution, the Army, your unit, and other soldiers.
	5	DUTY	Fulfill your obligations.
	6	RESPECT	Treat people as they should be treated.
	7	SELFLESS SERVICE	Put the welfare of the nation, the Army, and subordinates before your own.
	8	HONOR	Live up to the Army's values.
	9	INTEGRITY	Do what is right, legally and morally.
	10	PERSONAL COURAGE	Face fear, danger, or adversity (physical or moral).
	11	DIRECT LEADERSHIP	Face-to-face, first line leadership.
12	12	ORGANIZATIONAL LEADERSHIP	Influences many. Done indirectly, generally through more levels of subordinates than do direct leaders.
13	13	STRATEGIC LEADERSHIP	Responsible for large organizations and influence many. They establish force structure, allocate resources, communicate strategic vision, and prepare their commands and America's Army as a whole for their future roles.
14	14	LEADER ATTRIBUTES	A person's fundamental qualities and characteristics.
15	15	MENTAL ATTRIBUTES	Include will, self-discipline, initiative, judgment, self-confidence, intelligence, and cultural awareness.
16	16	PHYSICAL ATTRIBUTES	Includes health fitness, physical fitness, and military and professional bearing.
17	17	EMOTIONAL ATTRIBUTES	Help leaders to make the right ethical choice. Includes the ability to use self-control, to remain balanced and to be stable in the face of adversity.
18	18	LEADER SKILLS	Includes interpersonal, conceptual, technical, and tactical.
19	19	INTERPERSONAL SKILLS	Affect how you deal with people. Includes: coaching, teaching, counseling, motivating, and empowering.
20	20	CONCEPTUAL SKILLS	Enables you to handle ideas. Requires sound judgment and reasoning analytically, critically, and ethically.
21	21	TECHNICAL SKILLS	Job related abilities including basic soldier skills.
22	22	TACTICAL SKILLS	Ability to solve problems dealing with the arrangement of forces and capabilities on the battlefield.
23	23	LEADER ACTIONS	Bring together everything you believe and everything you know how to do to provide purpose, direction, and motivation.
24	24	INFLUENCING	Guiding others toward a goal.
25	25	OPERATING	What you do to accomplish a goal. Including planning and preparing, executing and assessing.
26	26	IMPROVING	Leaving an organization better than you found it.
27	27	COUNSELING	Conducted to make subordinates better members of the team, maintain and improve performance, and prepare for the future.
28	28	DISCIPLINE	To train or develop by instruction and exercise especially in self-control
29	29	PROFESSIONALISM	The conduct, aims, or qualities that characterize or mark a professional person
30	30	SET THE EXAMPLE	Leader, Demonstrator, and Mentor *(Role Model)*
31	31	OFFICERSHIP	Is the practice of being a warrant/commissioned Army leader, accountable to the President of the United States for the army and its mission. ***Officers swear an oath of loyalty and service to the Constitution.*** Grounded in Army Values *(Role Model)*
32	32	WARRIOR ETHOS	Soldier's Creed; Mission first; A soldier will never do.
33	33	THE CONSTITUTION	The basic principles and laws of our nation.
34	34	ARMY STRONG	There is nothing on this green earth that is stronger than the US Army. Because there is nothing on this green earth that is stronger than a US Army Soldier. (Army's Ad Campaign)
35	35	CLASS MOTTO	Self explanatory
36	36	CLASS NAME	Self explanatory

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APPENDIX I
CHANDIDATE CHAIN OF COMMAND AND CANDIDATE ADDITIONAL DUTIES

I-1. Candidate Staff (C-Staff).

a. **Positions and Rank Insignia.**

- Candidate Commanding Officer (CCO)/two diamonds
- Candidate Executive Officer (CXO)/one diamond
- Candidate First Sergeant (C1SG)/ROTC 1SG

b. **General Guidance Regarding C-Staff**.

(1) The C-Staff members may impose punishment for minor infractions that require on-the-spot correction; they record such infractions on SRs and submit them to the Senior TAC. They report other infractions requiring more severe punishment to the Cadre Officers for action.

(2) When in the dining hall, C-Staff members monitor Candidates' conduct, to include ensuring Candidates are entitled to any dining privileges they may be enjoying, and control serving lines to avoid overcrowding.

(3) C-Staff members may sit as a group at meals for the express purpose of conducting official business, are authorized an additional 1/2 hour extended lights both in the morning and at night, and are permitted to move to and from academic instruction as a staff group.

(4) C-Staff members of the same gender must share a room.

(5) C-Staff members are required to get the daily weather forecast, determine the appropriate clothing for PT and the day's activities, and prepare the Company risk assessment.

(6) C-Staff members will awaken junior and intermediate classes each morning and inform classes' leadership of the day's uniform requirements.

(7) C-Staff members will perform a walk-through inspection at lights out to ensure compliance with WOCS policies and guidance. They will also ensure that the fire lights are switched on and off by the CDOs at the appropriate times.

c. **CCO Responsibilities**.

(1) Reports directly to the Senior TAC and Company Commander as required for instructions and guidance.

(2) Ascertains and disseminates information concerning Company policies and procedures.

(3) Conducts Company formations.

(4) Employs subordinate chain of command to the fullest extent in carrying out duties.

(5) Coordinates weekend projects and organized sport activities with the Commander or Senior TAC.

(6) Ensures that CCLs maintain an accurate list of Candidates in their classes and can account for Candidates who are not in the Company area.

(7) Ensures that class leadership inspects common areas during and following common area clean-up for compliance with appropriate appearance and maintenance standards.

(8) Enforces Company phone and Internet use policies.

(9) Accompanies the Commander (or designated representative) on inspections.

(10) Ensures compliance with mandatory study sessions.

(11) Coordinates, develops, and supervises the Company plan for morning, evening, and weekend activities.

(12) Influences and motivates the Company.

(13) Maintains and updates the CCO continuity book.

(14) Performs other duties as directed by the Commander or Commander's representative.

d. **CXO Responsibilities.**

(1) Reports to the Senior TAC for instructions and guidance.

(2) Assists the CCO as required.

(3) Performs the CCO's duties in the CCO's absence.

(4) Updates and distributes weekend training schedules.

(5) Prepares personnel status reports.

(6) Serves as the C-Staff Administrative Officer.

(7) Implements the CCO's Company plan for morning, evening, and weekend activities.

(8) Ensures Company vehicles are used only for authorized purposes, ensures that Candidates selected to driver Company vehicles complete the Army Driver Improvement Program (ADIP) prior to driving them, and performs operator maintenance on the vehicles.

(9) Maintains and updates the CXO continuity book.

e. **C1SG Responsibilities.**

(1) Reports directly to the Company First Sergeant and Senior TAC for instructions and guidance.

(2) Maintains a facilities maintenance log in conjunction with Company operations and updates the log when work orders are complete.

(3) Briefs CDOs prior to their tours of duty.

(4) Checks the distribution box frequently throughout the day and distributes material.

(5) Ensures that details are scheduled and performed.

(6) Monitors and supervises CCSs during common area clean-up and ensures standards are met.

(7) Schedules and monitors weekend details.

(8) Ensures new classes are trained on dining facility procedures.

(9) Forms and marches the Company as required.

(10) Implements the CCO's Company plan for morning, evening, and weekend activities.

(11) Maintains and updates the C1SG continuity book.

(12) Influences and motivates the Company.

I-2. Class Leadership.

a. **Positions and Rank Insignia.** Note: Smaller classes may not have all listed positions.

- Candidate Class Leader (CCL)/three pips
- Candidate Assistant Class Leader (ACL)/two pips
- Candidate Platoon Leader (CPL)/one pip
- Candidate Class Sergeant (CCS)/ROTC MSG
- Candidate Platoon Sergeant (CPS)/ROTC SFC
- Candidate Squad Leader (CSL)/ROTC SSG
- Candidate Assistant Squad Leader (ASL)/ROTC SGT

b. **CCL Responsibilities.**

(1) Ensures class areas are properly cleaned and ready for inspection at all times.

(2) Leads class formations IAW Company policy.

(3) Supervises the inspection of class members at the beginning of each day.

(4) Inspects subordinates' uniforms.

(5) Enforces class discipline, military bearing, and appearance.

(6) Reports to the class TAC before the class departs the Company area and as soon as the class returns to the Company area.

(7) Reports to academic instructors at the start of each academic period.

(8) Accounts for the class's Candidates and reports Candidates who are absent or late to the class TAC Officer.

(9) Ensures that windows and doors are closed when air conditioning and heating systems are in operation.

(10) Develops, coordinates, and supervises the class plan for morning, noon, evening, and weekend activities.

(11) Ensures class members adhere to Company policies such as phone usage.

(12) Performs other duties as directed by the class TAC.

c. **ACL Responsibilities.**

(1) Assists the CCL and performs the CCL's duties when the CCL is absent.

(2) Monitors and assists the class additional duty officers.

(3) Accounts for the class's Candidates and reports Candidates who are absent or late to the CCL.

(4) Implements the CCL's class plan for morning, evening, and weekend activities.

(5) Inspects subordinates' uniforms.

d. **CCS Responsibilities.**

(1) Forms the class for formations.

(2) Reports class status to the CCL and C1SG.

(3) Reports to the CCL on class area maintenance and beautification.

(4) Assigns and supervises class details IAW CCL guidance.

(5) Performs other duties commensurate with the position as directed.

(6) Ensures daily uniform inspections are conducted to standard.

(7) Implements the CCL's class plan for morning, noon, evening, and weekend activities.

(8) Inspects subordinates' uniforms.

e. **CPL Responsibilities.**

(1) Accounts for the platoon's Candidates and reports Candidates who are absent or late to the class CCL.

(2) Supervises the preparation of the platoon areas and ensures they are always properly maintained and ready for inspection.

(3) Supervises the conduct of platoon formations.

(4) Supervises the inspection of platoon members at the beginning of the day.

(5) Inspects subordinates' uniforms and rooms.

(6) Monitors platoon discipline, military bearing, and appearance, and takes corrective action when there are deficiencies.

(7) Implements the CCLs class plan for morning, evening, and weekend activities.

f. **CPS Responsibilities.**

(1) Forms the platoon for formations.

(2) Accounts for the platoon's Candidates and reports Candidates who are absent or late to the class CPL.

(3) Assigns and supervises platoon details according to CPL/CCS guidance.

(4) Inspects subordinates' uniforms and rooms as appropriate.

(5) Implements the CCLs class plan for morning, evening, and weekend activities.

g. **CSL Responsibilities.**

(1) Assigns squad details as necessary and ensures Candidates perform them satisfactorily.

(2) Accounts for and maintains a roster of squad members.

(3) Reports on the squad's status as required.

(4) Monitors the squad's appearance and conduct and the appearance of squad areas; takes corrective actions if there are deficiencies.

(5) Inspects the squad's areas of responsibility.

(6) Reports status of formations to the CPS/CCS.

(7) Inspects subordinates' uniforms daily.

(8) Appoints an assistant squad leader (ASL) if one is required.

(9) Implements the CCLs class plan for morning, evening, and weekend activities.

h. **ASL Responsibilities.** The ASL performs the CSL's duties in the CSL's absence and assists the CSL as required.

I-3. Additional Duty Positions, General Information.

a. Assistants are appointed for each additional duty position and have the same responsibilities as the primary; the assistant performs the additional duties in the absence of the primary or whenever the primary needs assistance.

b. Additional duty positions are organized as follows:

- Administrative Officer, S-1
  -Candidate Duty Officer
  -Candidate Officer of the Day
  -Social Coordinator/Protocol Officer
  -Morale Officer
  -Song Officer
  -Sign Presentation Officer
  -Guidon Bearer

- Security Officer, S-2

- Operations Officer, S-3
  -Physical Training Officer
  -Historian

- Supply Officer, S-4
  -Publications Officer
  -Maintenance Officer
  -Energy Conservation Officer
  -Dining Facility Officer (DFO)
  -T-Shirt Officer
  -Laundry Officer

- Projects Officer, S-5
  -Car Wash Officer

- Standardization Officer

- Funds Officer

- Safety Officer
  -Fire Marshall
  -Hazmat Officer

I-4. Responsibilities of and General Information about Additional Duty Positions

a. Administrative Officer (S-1).

(1) Checks class distribution boxes in HHC and 1st WOC frequently and expeditiously disseminates the contents to the class.

(2) Coordinates with the class TAC concerning specific duties and responsibilities and for close-out of Candidate evaluations.

(3) Maintains the TAC Team's class administration book and file folders and ensures they are kept current.

(4) Coordinates with the Primary TAC Officer to determine specific duties and responsibilities concerning the flow of correspondence between the class and the class TACs.

(5) Distributes and collects military correspondence and ensures Candidates' memorandums are submitted to the Primary TAC Officer daily.

b. Candidate Duty Officer (CDO).. The CDO's responsibilities are as follows:

(1) Reviewing the Company COD book for the most current and complete information on duties and responsibilities.

(2) Preparing the COD roster and getting it approved by the Primary TAC Officer; in assigning duty tours, assigns Candidates in non-exempt leadership positions for duty only between 2300 and 0500.

(3) Ensuring copies of the COD roster are current and posted on the class bulletin board and in the COD books in buildings 5801, 5909, and 5910.

(4) Changing the COD roster as leadership changes.

c. Candidate Officer of the Day (COD). All Candidates except the C-Staff, Class Administrative Officer, CCL, ACL, and CCS are eligible for COD duties. COD duties and responsibilities are provided in the Company COD book.

d. Social Coordinator/Protocol Officer.

(1) General information:

(a) One Candidate holds both positions.

(b) Candidates who have family members or friends in the local area who're willing to help with some functions, such as ordering refreshments and coordinating activities, are usually selected for this position (either the primary or assistant or both).

(2) Responsibilities:

(a) Plans, gains approval for, and organizes class social events.

(b) Submits military memorandums requesting approval for class social events.

(c) Starts planning for the graduation reception immediately upon being assigned this additional duty; coordinates details for the reception throughout the course; and executes the reception.

(d) Determines if any Candidates expect VIP guests who will attend the reception or graduation (colonel and above or civilian equivalent).

(e) Determines if any Candidates have children they wish to place in the Child Development Center during the reception and then coordinates with the Center for the services.

(f) Contacts Aviator's Landing to reserve a room for the reception and set up catering for the event; works with the Company Operations NCO to set up the room for the reception.

(g) Develops a thorough knowledge of the reception timeline and protocol for military receptions, particularly the protocol for receiving lines; serves as the class's advisor on these matters.

(h) Provides the Class Funds Officer information on reception costs.

e. Morale Officer.

(1) Plans, organizes, and requests approval of activities and events that demonstrate class's esprit de corps such as the class song.

(2) Submits a military memorandum requesting rights and privileges for the class.

(3) Monitors class for evidence of low morale and lack of esprit de corps; in instances where evidence exists that these conditions exist, works with Cadre and class leadership to improve conditions.

f. Song Officer. The Song Officer ensures the class has the required songs, leads class song practices, requests approval for class songs, and leads performances of the song. (See Company policy letter.)

g. Sign Presentation Officer. The Sign Presentation Officer plans, organizes, and submits a military memorandum requesting approval for the class sign presentation. (See Company policy letter.)

h. Guidon Bearer.

(1) Develops a thorough understanding of proper guidon procedures as explained in FM 3-21.5 appendix H.

(2) Carries the guidon dissembled during lightening or inclement weather.

(3) Ensures the guidon is placed in the class shadowbox prior to the first formation and placed indoors by the CDO after the last formation.

(4) Ensures the guidon is carried with class leadership at all times.

(5) Designates someone to carry his/her course materials while he/she is performing Guidon Bearer duties.

(6) Ensures that either he/she or the Assistant Guidon Bearer remains with the guidon when it's posted outside the dining facility; to facilitate compliance with this guidance, the Assistant Guidon Bearer will go through the serving line first, and, after eating, replace the Guidon Bearer who will then eat.

i. Security Officer (S-2).

(1) Ensures the class's billets are secured when they're unoccupied and maintains the class security room.

(2) Ensures that Candidates read the Security SOP and sign a roster verifying that they understand the SOP NLT the end of the class's third training day and submits the completed roster to the Company Security Officer; monitors Candidates' compliance with the SOP and initiates corrective action when necessary.

(3) Prepares and presents a 10-minute security briefing to the class during the first week of training.

(4) Collects two copies of a written inventory from each Candidate who stores personal items in the security room, verifies the accuracy of the inventory, initials both copies, returns one copy to the Candidate, and gives the Primary TAC Officer the second copy.

(5) Briefs the class on bomb threat evacuation procedures.

(6) Ensures class CDOs properly maintain the key control roster when they're assigned to CDO duties.

(7) Reports defective doors, windows, and latches to the Class Maintenance Officer**.**

(8) Consolidate a list of all classmates' cell phone numbers (complete with area code) and provide this list to your Primary TAC.

j. Operations/Class Training Officer (S-3).

(1) Apprises class leadership of significant events which may impact class training schedules such as lack of training aids and inclement weather.

(2) Briefs training schedule changes to the class.

(3) Prepares a training plan to incorporate Warrior Tasks and Battle Drills (WT&BD) into daily training, to include the FLX.

(4) Delegates execution of WT&BD training to other Candidates, but retains supervisory responsibility.

(5) Provides the Primary TAC Officer periodic status reports on WT&BD training, validates completion of the training, and reports training completion to the Primary TAC Officer.

(6) Briefs the class on road march procedures and routes.

(7) Briefs the class on FLX preparation and conducts an area reconnaissance of the FLX site prior to the class's deployment.

(8) During the FLX,

(a) serves as the primary Candidate Liaison Officer with the TAC Officers Training Team,

(b) receives and disseminates class Warning Orders (WARNORDs), Operations Orders (OPORDs), and Fragmentary Orders (FRAGOs),

(c) briefs Candidates on weapons status (Green, Amber, and Red),

(d) reports sensitive items status as directed (normally twice daily), and

(e) briefs the CCL, ACL, CCS, S-1, S-2, S-4, and DFO nightly on the status of the exercise.

k. Physical Training Officer (PTO).

(1) Ensures Candidates participate in physical training IAW this guide, the Company PT schedule, FM 21-20, and TAC Officer guidance. (Note: the PTO may use a self-developed PT program rather than the program in Appendix

C of this SOP; the program must be published and approved by the Primary TAC Officer.)

(2) Stresses the importance of physical fitness.

(3) Challenges class members to put forth 100% effort and to improve their PT scores.

(4) Submits the Primary TAC Officer suggestions on 3X5 cards for improving the PT program.

(5) Develops and posts (after approval) a PT instructor roster on the class bulletin board.

(6) Ensures PT instructors are prepared for PT sessions and that the class correctly executes exercises.

l. Historian.

(1) Documents, to include photographing, all class accomplishments, special projects, and significant events. (Note: The class Historian is authorized to carry a camera [no video cameras].)

(2) Submits a typed historical report on training days 15 and 27.

(3) Prepares historical data for all class historical awards, gifts, and plaques, to include names of participants, dates, and a general description of the event.

(4) Briefs the Primary TAC Officer on historical presentations being planned for the graduation reception, to include providing a preview of the presentation, during the last week of training for approval or disapproval.

m. Supply Officer (S-4).

(1) Maintains supplies in the billets and serves as the sole coordinator between Company supply and the class.

(2) Coordinates with the Company First Sergeant or Supply Sergeant to get required self-help supplies and materials.

(3) Coordinates and supervises the class's weekly linen exchange.

(4) Presents a 10-minute briefing on supply discipline (conservation) to the class NLT the end of the first week of training.

(5) Coordinates with the Primary TAC Officer to ensure required training aids, supplies, and equipment are available for field training.

(6) Works with the DFO to ensure necessary supplies and rations are available for field training exercises such as the Leader's Reaction Course.

(7) Requests and receives initial and subsequent issues of class supply items.

(8) Signs for the class's barracks furniture and equipment and conducts routine inspections to ensure accountability.

(9) Reports broken equipment to the class Maintenance Officer.

n. Publications Officer.

(1) Ensures Candidates are issued a complete, current set of WOCS publications, that they sign for the publications, and that they understand they must account for and maintain their publications.

(2) Coordinates with the Primary TAC Officer during the final week of training to inventory and transfer publications back into the security room.

(3) Reports publication shortages and outdated publications to the Primary TAC Officer.

o. Maintenance Officer.

(1) NLT the end of the first week of training, submits a military memorandum to the Primary TAC Officer listing broken furniture and maintenance problems in the class area.

(2) Submits a status report each week indicating work orders completed, work orders over 15 days old, and any new discrepancies.

(3) Presents a 10-minute briefing to the class NLT the end of the first training week on maintenance, work orders, and discrepancy reporting procedures.

(4) Submits the Primary TAC Officer suggestions on 3x5 cards for improving maintenance.

p. Energy Conservation Officer.

(1) By the end of the first week of training, submits a military memorandum to the Primary TAC Officer listing class area energy conservation problems and presents the class a 10-minute energy conservation briefing.

(2) Monitors the following and initiates corrective action for noncompliance: Company Energy Conservation SOP, use of lights and electrical appliances, building temperatures, and operation of fire lights.

(3) Submits the Primary TAC Officer suggestions on 3x5 cards for improving energy conservation.

(4) Conducts weekly energy monitoring inspections using the Company checklist.

q. Dining Facility Officer (DFO).

(1) Using a military memorandum, requests rations for field training.

(2) Assists in getting Candidates into the dining facility quickly during meals IAW Company Dining Facility SOP.

(3) Coordinates with the dining facility manager to ensure meals and drinks are ready for field training exercises.

(4) Issues field rations during field training exercises.

(5) Coordinates with the class Supply Officer to ensure items the dining facility is unable to provide, such as plastic flatware and trash bags, are available for field training.

(6) Obtains and delivers meals to class members who are on quarters and thus unable to eat at the dining facility.

r. T-shirt Officer. The T-shirt Officer requests approval for the class T-shirt design and motto, then orders and coordinates delivery of and payment for the shirts.

s. Laundry Officer.

(1) Coordinates with alterations for fitting and modification of Class A Uniforms.

(2) After the FLX, coordinates with the quartermaster laundry for turn-in and pick up of the TA-50 (Table of Allowances for field clothing and individual equipment); reports any losses to the laundry.

(3) Coordinates with supply for linen exchange and turn-in.

(4) Briefs the class on laundry turn-in procedures to include the location of the laundry collection point.

(5) Selects Candidates from each squad to form a laundry detail to take laundry to the pick-up point daily; directs the detail members not to sling the laundry over their shoulders.

(6) Maintains extra laundry slips in the administrative room.

(7) Posts Candidates' laundry bills on the class administrative board; provides the Primary TAC Officer a listing of Candidates whose bills total over $100.00.

(8) Apprises the Primary TAC Officer of laundry accounts that are not paid in full by the day prior to graduation.

t. Projects Officer (S-5). The Projects Officer performs the following functions with regard to class and community projects:

(1) Plans the projects and submits a military memorandum requesting approval for them during the first week of class.

(2) Organizes the class to perform the projects.

(3) Coordinates with the class Candidate chain of command for execution of the projects.

(4) Coordinates with the Supply Officer for supplies, materials, and equipment for projects.

u. Car Wash Officer.

(1) Plans, organizes, and gains approval for class car washes.

(2) Requests approval for class car washes by the fourth day of the class's training.

(3) Briefs Candidates on proper uniform and conduct during the car wash.

(4) Briefs the class on safety and conducts a risk analysis the morning of the car wash.

(5) Inventories car wash supplies prior to the car wash.

(6) Monitors and orchestrates the class car wash and clean-up.

(7) Ensures car wash supplies are inventoried and replaced NLT the Wednesday after the class car wash.

v. Standardization Officer.

(1) Ensures the class is standardized according to criteria in this SOP and provides standardization tips for items and areas not covered by this SOP or policy letters; areas for standardization include, but are not limited to, display items, storage areas, personal areas, and bulletin boards in the class billets area.

(2) After approval by the Primary TAC Officer, posts standardization tips on 3x5 cards on the class bulletin board.

(3) Submits a Standardization Tips Memo to the Primary TAC Officer, as required, to maintain and track class standardization.

(4) Submits recommendations on 3x5 cards for improving this SOP through the Primary TAC Officer to the Senior TAC Officer.

w. Funds Officer.

(1) Reviews and complies with provisions of the Company Funds SOP.

(2) Collects, maintains, and disperses class funds IAW applicable directives.

(3) Keeps accurate records and receipts of transactions to establish a detailed audit trail.

(4) Prepares for cash count and audit which occurs at least once each training week.

(5) Prepares a weekly finance report and forwards it to the Commander through the Primary and Senior TACs on close-out day each week.

(6) Obtains the Senior TAC's approval through the Primary TAC Officer prior to making any single item expenditure over $20.00.

x. Safety Officer.

(1) Complies with instructions outlined in the Company Safety SOP.

(2) Prepares and presents a 10-minute safety briefing to the class during the first week of training to emphasize individual responsibilities concerning safety.

(3) Initiates accident reports for Candidate injuries.

(4) Submits suggestions to improve the safety program to the Primary TAC Officer on 3x5 cards.

(5) Posts a daily safety tip on the class bulletin board on a 3x5 card.

y. Fire Marshal.

(1) Complies with instructions outlined in the Company Fire Prevention SOP and policy letters.

(2) Coordinates with the Company Fire Marshal to receive a fire prevention briefing on the first day of training.

(3) Notifies the chain of command of potential fire or safety hazards.

(4) Ensures fire prevention checklists are completed IAW the Company Fire Prevention SOP.

(5) Checks class billeting area daily for fire hazards, ensuring that fire extinguishers and emergency lights are operable.

(6) Ensures through the chain of command that Candidates are setting up the proper fire uniforms every night.

(7) NLT the third day of training, prepares and presents a fire prevention briefing to the class that emphasizes individual responsibilities concerning fire prevention, evacuation, and fire drills.

(8) NLT the end of the third training day, ensures Candidates read the Fire Prevention SOP and sign a roster as verification of understanding; submits the completed roster to the Company Fire Marshal.

(9) Submits suggestions for improving fire prevention on 3x5 cards to the Company Fire Marshal through the Primary TAC Officer.

(10) Assigns primary and alternate fire extinguisher operators IAW Company Fire Prevention SOP.

z. Hazmat Officer. Performs Hazmat duties IAW 1st WOC or applicable Hazmat SOP.