

NAVEDTRA 37302K

# **OFFICER CANDIDATES SCHOOL**

# **NROTC FIELD TRAINING MANUAL**

## PREFACE

The Field Training Manual has been prepared to serve as a guide for Marine Option Midshipmen and MECEP students who will participate in Officer Candidates School. The contents of chapters one through five will remain unchanged from year to year. Only the appendices will be updated on a yearly basis.

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## QUANTICO HISTORY

Quantico, the heart of development and military education for the United States Marine Corps, is located on a 62,000-acre tract of land along the Potomac River in northern Virginia. Its name means "by the large stream," a term used by Indians who once lived there in the wooded Virginia hills.

Its military history dates back to 1775, with the Commonwealth of Virginia establishing a Navy of 72 vessels and utilizing Quantico as a base of operations for the fleet.

During the Civil War, Confederate gun batteries located at Quantico blocked the shipping lane of the Potomac River, blockading the Federal capital for a long period of time.

Marine Corps interests in Quantico began in 1917 as U.S. participation in World War I became imminent. At that time Major General George Barnett, 12th Commandant of the Marine Corps, ordered a new training camp established that could house 7,500 Marines. The main criteria for the site was that it had to be on land lying next to a body of water and suitable for troop maneuvers and target practice.

A 5,300-acre tract, meeting all the specifications, was found at Quantico, approximately 35 miles south of Washington, DC.

The first Marines arrived at Quantico on May 14, 1917, after transfer from the Annapolis, Maryland, Marine Barracks. They were joined later by a light artillery battalion and the 6th and 8th Marine Regiments. The units were known as the Advanced Base Force.

Throughout World War I, thousands of Marines trained at Quantico, including the famed 4th Marine Brigade which later served in France.

In December 1918, the Quantico site was purchased, and the Secretary of the Navy authorized the Marine Corps to develop Quantico as a permanent base.

The Marine Corps Schools, forerunner of the present Marine Corps Combat Development Command (MCCDC), were established at Quantico in 1921, when Major General John A. Lejeune, 13th Commandant of the Marine Corps, decided that existing educational facilities for Marines were inadequate.

The 1920's saw the transition of Quantico from a tent city to a permanent Marine Corps Base. It also saw the early realization of the idea that a war with Japan was a distinct future possibility.

To meet this prospect, it was clear that a successful offensive against the Japanese would require seizure--by amphibious assault--of a chain of naval bases and islands across the Pacific.

New concepts, new skills, and new equipment were essential requirements in order to accomplish this. Quantico, well equipped to undertake and develop the necessary plans for such a task, became the focal point of amphibious warfare development.

By 1935, Marine Corps Schools completed a "Tentative Landing Operations Manual," which was adopted intact by the U.S. Navy in 1938. In 1941, the U.S. Army borrowed the text verbatim when it issued its first amphibious manual.

Equipment for the implementation of the amphibious manual was developed at Quantico by the Marine Corps Equipment Board. The forerunner of the Marine Corps Systems Command, this agency assumed

leadership in the development of new devices needed to conduct and support military operations across the natural barrier presented by a shoreline.

Among the new developments and ideas formulated at the time was the concept of close air support for troops on the ground. Under this concept, the commander of a ground unit could call for air support to deliver aerial ordnance on enemy targets, including those near his own position. This doctrine is very much alive and in use today.

Meanwhile, the Advanced Base Force had become the East Coast Expeditionary Force in 1921, and the Fleet Marine Force in 1935. It played its part in amphibious development by putting to practical test the doctrines and equipment evolved and invented respectively at Marine Corps Schools and the Equipment Board.

As a result of the pioneering work of the Marine Corps in the 1920's and 1930's, the United States was ready for amphibious warfare which later made possible the invasion of North Africa, Europe, and the sweep across the Pacific during World War II.

With the move of the Fleet Marine Force in 1941 from Quantico to Camp Lejeune and Cherry Point, North Carolina, the principal mission of Quantico became the individual education of Marines as distinguished from unit training.

The advent of World War II greatly accelerated the growth and pace of Quantico. In 1942, some 50,000 acres west of U.S. Highway 1 were added to the base to provide much needed maneuver, firing, and bombing ranges.

During the war, 15,000 second lieutenants were commissioned at the schools and another 20,000 Marine officers received specialized and advanced training at Quantico. In addition, officers from the Army, Navy, and allied countries also studied at Quantico.

With the end of World War II and the advent of the nuclear age, Marine Corps Schools introduced a new amphibious concept--one that would improve conventional landings as well as operations involving the possible use of atomic weapons.

This new concept was based on the helicopter. This experimental aircraft offered a rapid means of moving troops from scattered ships to shore, while allowing the fighting men to bypass heavily defended beaches and attack them from the rear.

To help test this concept, Marine Helicopter Squadron One (HMX-1) was established at Quantico in 1947.

In 1950, Korea became the proving ground for the techniques developed. During the bitter fighting there, entire Marine battalions were transported to the front and regiments were frequently supplied by helicopters. Ten thousand Marines were evacuated the same way--by Marine helicopters.

The doctrines and equipment perfected at Quantico proved themselves in Vietnam.

On 1 January 1968, Quantico dropped the title Marine Corps Schools and became the Marine Corps Development and Education Command (MCDEC). The focus of Quantico was further refined when MCDEC became the Marine Corps Combat Development Command (MCCDC) on 10 November 1987.

In addition to developing contemporary military doctrine and tactics, Quantico offers progressive education at the basic, intermediate, and career levels for Marine officers as well as military professional education for Marine Corps staff noncommissioned officers. Further, the Combat Development Command was proactive in the evolution of doctrine, techniques, and training which contributed substantially to the success of Operation Desert Storm in Southwest Asia in 1991.

From its inception, the Marine Corps has recognized that professionally trained and highly motivated individuals are needed to guide the organization. Leadership has been and will always remain the watchword of the Marine Corps. All activities at Quantico are geared toward developing and strengthening that quality, particularly in Marine officers.

Today, the Marine Corps has reduced its ranks to a hard core of dedicated men and women. People of conviction who seek a challenging career are being chosen to fill the ranks. At Quantico the education and development of new officers begins. From this touchstone, they step off as "Officers of Marines" to meet the challenges of command which await them in today's Marine Corps.

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## CHAPTER I

### GENERAL

1. MARINE CORPS COMBAT DEVELOPMENT COMMAND, QUANTICO, VIRGINIA. Summer training for Marine Corps officer candidates is conducted at the Officer Candidates School, Marine Corps Combat Development Command, Quantico, Virginia. Most of the formal officer schools of the Marine Corps are located at Quantico and include: The Marine Corps War College, Command and Staff College, Expeditionary Warfare School, The Basic School, Communication Officers School, and Computer Sciences School. Here, also, is the Marine Corps Systems Command. It is assigned the mission of developing and evaluating equipment and recommending the acquisition of items for employment with Marine forces. Marine Corps Combat Development Command is the home of HMX-1, the Marine Helicopter Squadron which pioneered the development and use of helicopters by the Marine Corps and evolved the tactics for their use in modern warfare. As the Presidential Squadron, HMX-1 provides helicopter support for the President of the United States.

2. MISSION OF THE OFFICER CANDIDATES SCHOOL (OCS). The mission of OCS is to educate, train, evaluate, and screen officer candidates to ensure that they possess the moral, intellectual, and physical qualities for commissioning and the leadership potential to serve successfully as company-grade officers in the Operating Forces.

a. Evaluation of leadership potential is accomplished through the use of observation reports, leadership ratings, graded examinations, peer evaluations, and various practical applications. Each candidate is placed in leadership billets and situations and is evaluated on his/her performance by supervisory personnel. This is supplemented by constructive counseling designed to assess individual performance and identify leadership deficiencies.

b. Moral qualities are evaluated commensurate with leadership qualities. Observation reports, leadership ratings, peer evaluations, and observation and counseling by supervisory personnel are designed to assess individual moral courage and conduct as part of leadership potential.

c. Physical fitness evaluation is accomplished by a progressive physical fitness program and a series of practical application tests. This program is not designed exclusively for the candidate to successfully pass all the categories of the physical fitness test, but rather is designed to evaluate total fitness. The physical condition of the candidate is evaluated by various practical evaluations which measure his/her strength and endurance.

### 3. REPORTING/OUTPOSTING INFORMATION

a. Purpose. The OCS summer training program is designed to evaluate the performance of the individual candidate. Therefore, the daily routine and weekly schedule experienced by the candidate will be a reflection of the training required to be accomplished, and liberty will be granted accordingly.

#### b. Reporting

(1) The following is provided as a generic sequence of events for the preparation and arrival of midshipmen/ MECEPs. Candidates reporting for training should arrive in accordance with separate correspondence published annually for the following companies:

Golf Company (1st Increment – Male only)

Hotel Company (If Required)

## Golf Company (2nd Increment – male and female)

Candidates will be directed to report on the appropriate day from 0800-1500. Candidates are advised to make every attempt possible to arrive prior to 1200 to facilitate inprocessing and integration into a platoon. Those candidates who cannot arrive by 1500 on the designated day should arrive the day prior. When provided with advance notification, Officer Candidates School will provide billeting for those candidates who need to arrive one day early.

(2) A Marine Liaison Team from Officer Candidates School will meet candidates at Washington National Airport and provide transportation to Officer Candidates School. Officer Candidates must fly into Washington National Airport. If candidates miss the liaison team they must secure their own transportation to OCS. These costs are reimbursable. Candidates encountering problems in the Washington area may call Officer Candidates School at (703) 784-2077/2351/2352.

(3) Candidates should report to Officer Candidates School with the following documents: Original and five copies of their orders, ID card with social security number, health record (including a history of inoculations) , and dental record. To meet financial requirements, candidates must report with a minimum of \$350 cash.

(4) Candidates having prior service shall bring copies of all DD-214's. ECP and active duty reservists must bring their SRB, medical and dental records.

(5) All candidates who are married, divorced and/or claiming children must bring all documentation to substantiate a claim. Documents include marriage certificates, divorce decrees, birth certificates, and adoption papers. If a candidate's spouse is prior service, a DD-214 must be presented. Candidates with dependants, not on active duty, must also bring rental/mortgage agreements to start BAH. Candidates will hand carry these documents and present them upon initial in-processing.

### c. Transportation to and from Quantico

(1) Government Transportation Request Travel to Quantico should be accomplished using a round trip air Government Travel Request issued by the NROTC units. Members of the NROTC are entitled to travel and transportation allowances as prescribed in Joint Travel Regulations, paragraph M-6004.2.3. Candidates will submit travel claims at OCS during administrative processing as provided by Naval Travel Instructions, paragraph 6003.3. Each student will be responsible for the safekeeping of his/her own ticket. Lost tickets or transportation requests will not be replaced at Government expense.

(2) Privately-Owned Conveyance. Only candidates being directly commissioned and reporting to TBS are allowed to transport via POV. Candidates so doing will report to Headquarters, Officer Candidates School, Building 2189, MCCDC, Quantico, Virginia. NROTC candidates desiring to bring their cars on the reservation will be required to furnish evidence of liability insurance in the amounts of: \$20,000 property damage, \$25,000 bodily injury liability per person, and \$50,000 per accident minimum. In addition, uninsured motorist insurance is required. Candidates will also be required to show a state car registration, a valid driver's license from the same state, and, if the car belongs to parents or a friend, they must furnish two copies of written permission to operate the car.

### d. Clothing and Equipment

(1) Candidates will report to Quantico in appropriate seasonal civilian attire. Appropriate seasonal civilian attire is a collared shirt and a pair of trousers with belt. Civilian attire should be serviceable but not expensive/new as candidates will be clothed in civilian attire until issued military uniforms. Shorts and T-shirts will not be worn. Candidates should pack running shoes in readily accessible location. Candidates can view the OCS website to find out about running shoes selection.

(2) Marine Corps Combat Development Command will issue Marine Corps clothing and equipment necessary for all instruction, at no expense to the individual, with exception of the material listed in subparagraphs (3) and (4) below. All current Active and Reserve Marines are required to bring two sets of woodland Marine Pattern (MARPAT) utilities, two sets of Desert MARPAT utilities, two sets of brown Marine Corps Combat Boots, one sea bag, two web belts, two buckles, one green sweat top, one green sweat bottom, one pair green PT shorts, six green t-shirts, six drawers, and six pairs of boot socks (upon arrival at OCS two sets of Woodland MARPAT utilities will be issued to Marines considered on current Active or Reserve status. Active and Reserve Marines who do not possess these uniform items will have the opportunity to purchase them at Cash Sales. Research the OCS website at [www.ocs.usmc.mil](http://www.ocs.usmc.mil) to verify required items to bring to OCS.

(3) The items listed below are required for use during training. This list will vary from year to year. An updated list will be published by OCS and then forwarded by MCRC(ON) by May 1st. These items must be purchased during in-processing. The individual candidate will pay the cost of both bag issues. **No refunds or partial issues will be granted.**

(a) Small Bag Issue (approximate cost: Male-\$80; Female-\$75)

1 Soap	2 Jock Straps (males only)
2 Towels	1 Spenco Polysorb Insoles
1 Washcloth	1 Grid Protractor
1 Soap dish	1 Book of Stamps
1 pack of 3 locks	1 Loose Leaf Binder
1 Flashlight, Angle head	1 Notebook Paper
1 Batteries, set	3 Name Tapes
1 3 x 5 Notebook	1 Package of 2 Ink Pens
1 Pair Shower Shoes	1 Laundry Bag
1 Highlighter	1 Writing Portfolio
1 Sports Bra (female only)	

(b) Large Bag Issue (approximate cost: \$240)

1 Mouth guard	1 Nail Clipper, Large
2 Towels	1 Nail Clipper, Small
2 Pair Sweat Socks	1 Scrub Brush
1 Wash Cloth	1 Roll Cloth Tape
2 Pair Green PT Shorts	1 Can Never Dull
1 Sewing Kit	1 4 oz. Btl Break Free (CLP)
1 Shoe Dauber	1 Pair Blousing Tab (cammie)
1 Shoe Brush	1 Paint Brush
1 Large Shoe Polish	2 Pencils
1 Foot Powder	1 Campstool
1 Package of 2 Boot Bands	1 Black Marker
1 Package Q-Tips	1 Box Detergent
1 Marking Kit	1 Saddle Soap

1 Laundry Bag  
1 Nail Brush

4 T-shirts

(4) Shoes/boots. **It is absolutely essential that candidates report with their own running shoes and 2 pairs of well "broken in" boots.** Candidates need to report with one pair of brown, hot weather boots and one pair of brown, temperate weather boots. Black leather boots are no longer authorized. Boots should be issued 6 months prior to OCS to allow candidates the opportunity to train in them. Boot preparation and foot conditioning are vital and cannot be overemphasized enough.

e. Physical Conditioning

(1) The Marine Corps places particular emphasis on the necessity of maintaining a high degree of physical fitness. An officer of Marines must be capable of sustained activity in the face of adverse conditions. Leadership by personal example often requires that an officer perform under fatiguing conditions. With this in mind, the physical aspects of the program at OCS are demanding.

(2) The training at OCS requires physical strength and endurance. Candidates should report to OCS in excellent physical condition. Upper body strength and stamina are particularly important. Upon reporting, each candidate will be administered the Marine Corps Physical Fitness Test (PFT). Minimum standards are required, however, higher levels are necessary as training progresses. Each candidate should realize that the initial impression made on peers and the OCS staff is very important. The training schedule cannot be geared to men and women in poor physical condition. Those candidates who are content to report to OCS capable of performing only the minimum standards on the PFT will find themselves falling behind. The rigors of OCS physical training and test events require considerably more exertion than mere periodic running of the PFT. Minimum induction standards for induction to OCS are: 8 pull ups/50 second flexed arm hang, 70 crunches, 24:00 run (males)/27:00 run (females) and an over score of 225. **Candidates who fail to obtain OCS standards on the initial PFT may be disenrolled. Regardless of age for IPFT, all candidates must meet Marine Corps height/weight standards.**

(3) The following are historical averages for the inventory Physical Fitness Test:

<u>TEST</u>	<u>EVENT</u>	<u>OCS MIMIMUM CATEGORY STANDARDS</u>	<u>MAXIMUM STANDARDS</u>	<u>BULLDOG INITIAL AVERAGE</u>
Male	Pullups	8	20	15-16
	Crunches (2 min.)	70	100	93-94
	3-Mile Run	24:00	18:00	20:29
Female	Flexed Arm Hang	50 sec.	50 sec.	60-66 sec.
	Crunches (2 min.)	70	100	93-94
	3-Mile Run	28:00	21:00	24:30-25:00

Most candidates report to OCS in a physical condition well above the minimum standards. However, experience indicates the attainment of minimum physical fitness standards will by no means ensure successful completion of the physical aspects of the training program. Candidates are expected to report to OCS in outstanding physical condition. In order to ensure the greatest chances of success, standardized physical training requirements are outlined in Appendix B.

(4) Serious blisters can be a problem during the first 3 weeks of training. These blisters cause candidates to lose irreplaceable training time and adversely affect overall individual training. Almost all these problems could be eliminated by candidates undertaking an intensive foot conditioning program. Candidates should be knowledgeable of proper foot care to include the use of inserts, and the use of moleskin.

(5) Swimming conditioning and testing are not conducted at OCS. All candidates are required to have been swim qualified in accordance with CNET Instruction 1533.12(Ser).

f. Maximum Weight Allowances

(1) As noted in the Manual of the Medical Department, U.S. Navy (NAVMEDMAN) and CNET regulations (CNETINST 1533.12) the procurement weight standards apply to initial entry applicants only. Upon enrollment, Marine Option midshipmen are required to adhere to the standards specified in MCO 6100.10(Ser), Weight Control and Military Appearance.

(2) All candidates shall be examined during medical processing at OCS to ensure compliance with the standards established in MCO 6100.10(Ser). Candidates found to exceed weight standards will be disenrolled as not physically qualified.

g. Outposting

(1) Training for the candidates will be conducted as prescribed in separate correspondence published annually for the following companies:

- Company G (1st Increment – male only)
- Company H (if required)
- Company G (2nd Increment – male and female)

(2) Outposting takes place on the final day of training. A graduation parade is held, followed by a reception with refreshments at Brown Field. Parents and guests are invited and encouraged to attend the ceremony.

(3) It is the responsibility of the candidate and NROTC unit to ensure that round trip transportation is arranged prior to reporting to OCS. Departure from Quantico should be planned for 1300 or later on graduation day.

## CHAPTER II

### ORGANIZATION AND ADMINISTRATION

1. TRAINING ORGANIZATION. Male candidates will be organized into one 6-week training company in each increment. The female candidates will be assigned to a 6-week company during the second increment which includes male and female candidates. Within the company, candidates will be further assigned to platoons and squads. The commanding officers of the companies are usually majors and the platoon commanders are usually captains. Platoon Sergeants are usually Gunnery Sergeants or Staff Sergeants. Sergeant instructors are usually Staff Sergeants or Sergeants.

2. LEADERSHIP BILLETS. Candidates are assigned leadership billets on a rotating basis to provide them with leadership experience and acquaint them with responsibilities associated with leadership. Leadership billets consist of the following:

#### Candidate Billets

- a. Candidate Company Commander
- b. Candidate Executive Officer
- c. Candidate Platoon Commander
- d. Candidate First Sergeant
- e. Candidate Gunnery Sergeant
- f. Candidate Platoon Sergeant
- g. Candidate Platoon Guide
- h. Candidate Squad Leader
- i. Candidate Fire Team Leader

3. QUARTERS. Candidates will be billeted in the OCS barracks. Each candidate will be assigned a wall locker and foot locker for storage of gear.

4. MESSING. Candidates will eat in the OCS Dining Facility while undergoing training.

#### 5. PAY

a. NROTC candidates will be paid 80 percent of their authorized pay in advance by the NROTC unit. This action must be accomplished prior to arrival at OCS as no payments will be authorized for midshipmen during training. Final settlement of pay and travel claims will be accomplished by the NROTC unit. Because of the expenses that each candidate will face at the commencement of training, the necessity of each candidate reporting with a minimum of \$350 cash is deemphasized.

b. All MECEP candidates should be enrolled in the Direct Deposit Program and must also report with \$350 cash for initial expenses.

6. CLUB FACILITIES. Midshipmen and MECEP students in a training status are not permitted to use any of the club facilities: officer, SNCO, NCO, or enlisted.

7. DAILY ROUTINE. The summertime routine at Officer Candidates School commences at 0500 with reveille. Prior to breakfast, policing of the barracks is conducted. The training day is normally conducted from 0600 to 2100. Some periods of field training are conducted at night. Taps is normally sounded at 2100.

## CHAPTER III

### TRAINING

1. TRAINING PERIOD. The summer training period for male and female NROTC and MECEP candidates is 6 weeks in duration for both scholarship and college program midshipmen. This training period will not be extended nor will candidates be assigned to other training without prior formal approval of the Chief of Naval Education and Training (OTE1M). A waiver may be granted when the Marine Corps assumes funding responsibility for all costs associated with an extended training assignment. Candidates normally will not be permitted to leave training early for personal reasons of a non-emergency nature, e.g., football practice, summer school, or summer employment.

2. SCOPE OF TRAINING. Officer Candidates School provides basic instruction and evaluation in general military subjects, some of which are not covered by the Naval Science curriculum. Progressive physical training and practical leadership application in tactical and administrative billets are also presented. Instruction is usually given in 50-minute increments, followed by a 10-minute break. Instruction is presented by lecture, demonstration, and/or practical application, frequently employing the use of various training aids.

#### 3. EVALUATION

a. The evaluation system provides a method and a basis for evaluating a candidate's fitness for commissioning. All candidates entering training possess the prerequisites for the program through which they seek appointment to commissioned grade. The training is directive in nature. The candidate's approach to the program, individual performance, and overall improvement provide the composite scoring for a final percentage grade. These grades determine key billet holders for parades and recipients of appropriate awards upon completion of the course.

b. Evaluation of a candidate's performance is conducted in three categories:

(1) Academics. The necessary general military subjects required to evaluate the candidate's ability to assimilate and utilize military instruction. Determines 25 percent of the candidate's final overall grade.

(2) Physical Training. Physical training designed to condition and evaluate the candidate physically and mentally for duty as a Marine officer. Determines 25 percent of the candidate's final overall grade.

(3) Leadership. Daily performance in graded and non-graded events including administrative and tactical billets assigned to determine leadership potential. Determines 50 percent of the candidate's final overall grade.

c. Certain evaluated events are assigned percentage weights based on their relevance in measuring aptitude for commissioned service. These events and their weights are shown below in their normal sequence.



## EVENTS

### Academics

Weapons

General Military Subjects II

Tactics I

Tactics II

Compass Course Day

Compass Course Night

Drill Practical Application

General Military Subjects I

Land Navigation

Leadership

History

Subtotal:

### Physical Fitness

Initial PFT

Combat Readiness Test

Obstacle Course

Final PFT

Endurance Course

Leadership

LRC II

Small Unit Leadership Evaluation I

Small Unit Leadership Evaluation II

Command Evaluation I

Command Evaluation II

Total:

d. The grading criteria for evaluated events are set forth below:

(1) <u>PERCENT</u>	<u>RATING</u>
0-79	Unsatisfactory
80-83	Marginal
84-100	Satisfactory

(2) Eighty percent is considered to be a minimum passing grade in all areas of testing and evaluation. Minimum passing grades are considered marginal and are grounds for a candidate's appearance before an evaluation board.

4. PHYSICAL EXAMINATION. All midshipmen and MECEP candidates must report to Officer Candidates School with a complete physical examination. Units located in close proximity to military medical facilities should use those facilities to the maximum extent possible. In those cases where midshipmen have undergone surgery, sustained injuries, fractured bones, or experienced deterioration in eyesight subsequent to their program entry physical examination, a medical screening prior to their reporting to OCS must be completed. If a waiver for medical reasons was granted, a copy of the medical waiver must be maintained in the medical record. Historically, very few NROTC candidates are recommended initially not physically qualified (NPQ) upon arrival to OCS. Approximately four to six percent are dropped during training after incurring injuries; most injuries are orthopedic in nature. All female candidates must bring with them a current pap smear examination.

a. All candidates are required to have a dental examination and ensure that all dental work is completed prior to reporting to OCS. Individuals with orthodontic appliances may train at OCS providing they arrive with mouth guards (upper and lower). Candidates may NOT be commissioned with orthodontia appliances.

b. Candidates who use eyeglasses or contact lenses must report to OCS with two pairs of eyeglasses. Candidates are not allowed to undergo training while wearing contact lenses.

c. Flight physicals will not be administered during BULLDOG.

d. The medical officer will review all medications brought to training. Candidates are requested to bring prescription medications in adequate supply for their duration of training. Over the counter medications, weight gainer and vitamins are prohibited and will be confiscated. Due to the nature of the

training a determination will be made as to whether the candidate may continue to take the prescribed medication on a case by case basis.

## CHAPTER IV

### LEADERSHIP, CONDUCT, AND APTITUDE

1. DISCIPLINE AND CONDUCT. Self-discipline is a necessary characteristic of all Marines. Inasmuch as candidates are potential officers, they are expected to be exemplary models of good discipline. Conduct is related to discipline in that, on occasion, discipline is all that will govern whether one displays good conduct rather than bad conduct. Anything less than good professional, moral, and social conduct on the part of an officer is unacceptable.

#### 2. LEADERSHIP TRAITS

a. The quality of leadership will be closely evaluated throughout the entire program. Leadership, evaluated by numerous and diverse methods, will be the most heavily weighted characteristic of overall performance.

b. The following officer-like qualities or traits will be observed and evaluated for each candidate participating in the summer training program:

**BEARING** - includes military bearing and command presence. Bearing and neatness create a positive, favorable impression. Appears composed and confident in front of troops; firm, clear voice; uses acceptable language.

**ENTHUSIASM** - displays intense and ardent interest while carrying out an assignment or mission. Approaches a problem with zeal and inspires others.

**JUSTICE** - treats others with impartiality, fairness, and equality.

**PHYSICAL COURAGE** - faces and deals calmly with anything recognized as dangerous, difficult or painful, instead of withdrawing from it.

**TACT** - directs others with a minimum of friction or resentment; considerate; courteous

**INTEGRITY** - is respected as one who possesses and maintains sound moral principles; is honest and sincere; trustworthy.

**DECISIVENESS** - makes decisions promptly and expresses them clearly and forcefully; does not become erratic under stress or in emergencies; positive.

**ENDURANCE** - continues to perform adequately despite distress and fatigue.

**KNOWLEDGE** - readily grasps technical military instruction; is alert and can impart this knowledge to others.

**LOYALTY** - loyal and faithful service to government, Corps, and associates, both superior and subordinate.

**INITIATIVE** - perceives what must be done and commences a course of action; seeks out and readily accepts responsibility; keeps informed concerning daily routine, uniform, and duty assignments; resourceful.

JUDGMENT - makes proper decisions; actions are carefully considered and not based on impulse.

DEPENDABILITY - consistent from day to day; possesses a high sense of duty and is exact in details; does the job whether being observed or not; persevering.

UNSELFISHNESS - pursues goals and interests in life with due regard and consideration for others.

MORAL COURAGE - knowing and standing for what is right in the face of popular disfavor.

### 3. LEADERSHIP PRINCIPLES

- a. Be technically and tactically proficient.
- b. Know yourself and seek self-improvement.
- c. Know your personnel and look out for their welfare.
- d. Keep your personnel informed.
- e. Set the example.
- f. Ensure that the task is understood, supervised, and accomplished.
- g. Training your personnel as a team.
- h. Make sound and timely decisions.
- i. Develop a sense of responsibility among subordinates.
- j. Employ your command in accordance with its capabilities.
- k. Seek responsibility and take responsibility for your actions.

4. LEADERSHIP REPORTS. Reports used within the evaluation system are the Interview Form, Evaluation Report, and the Inspection Report. Interview forms are used for billet evaluation and as a record of counseling. Evaluation reports are used for peer evaluations and peer billet evaluations. Inspection reports are completed at each inspection. All reports are filed in the candidate's record book.

### 5. FINAL APTITUDE REPORTS

a. General. The cruise aptitude mark for a midshipman successfully completing BULLDOG is correlated to his or her final standing within the training company. The standing is based upon academic tests, leadership evaluations, physical fitness tests, peer evaluations, and the commander's evaluation.

#### b. Aptitude Mark Distribution

(1) The cruise aptitude mark is determined by applying a standard distribution model to the range of OCS final standing grades established within each company. The aptitude mark distribution is published to the NROTC units with the summer training report.

(2) CMC is assigned responsibility for the following:

- (a) Distribution of the Student Training Record (composite record of OCS evaluation marks).
- (b) Assignment of cruise aptitude marks.
- (c) Preparation and distribution of the BULLDOG summer training report.

## CHAPTER V

### MISCELLANEOUS

1. MAIL. Mail will be distributed at least once each day except on Sunday. The mailing address of candidates will be:

Candidate (NAME)  
PLT. \_\_\_\_, Company G  
Officer Candidates School  
2189 Elrod Ave.  
Quantico, VA 22134-5053

2. VISITORS. Limited accommodations for overnight visitors are available at Marine Corps Base Quantico and advance arrangements must be made. Candidates will inform prospective visitors to restrict their visits to periods when liberty will be authorized. Visitors to Officer Candidates School will be instructed to report to the Coordinator of Student Activities, Headquarters, OCS (Bldg. 2189). Military personnel, e. g. Marine Officer Instructor (MOI)/Assistant Marine Officer Instructor (AMOI) must be in the Uniform of the Day. In no cases will visitors be allowed in the company area.

3. RELIGIOUS SERVICES. Religious services are held in the Post Chapel, as well as on Brown field.. Schedules of services are published to all candidates.

4. ARMS AND AMMUNITION. Candidates are not permitted to have in their possession on the reservation any firearms, weapons, or ammunition except that issued and used in connection with their military duties.

5. ATHLETICS AND RECREATION. The MCCDC Special Services Officer provides an athletic and recreation program for all hands. Profits from the Marine Corps Exchange sales are used to defray the expenses of this program.

6. FACILITIES OF MCCDC. Service facilities of Marine Corps Base Quantico, available to regular personnel are also available to candidates. These conveniences include: Marine Corps Exchange, post office, tailor shop, gas station and barber shop.

#### 7. LIBERTY/LEAVE

a. Liberty is constrained by the training schedule and medical quarantine. Liberty will normally commence with the end of training on Saturday (about 1400 and secure Sunday evening (about 1900, at the Commanding Officer's discretion.

b. Appropriate civilian attire is required for liberty. Denims, collarless shirts, shorts, athletic shoes, etc., are not considered appropriate attire and should not be brought to OCS. Civilian attire, at the minimum, should be of the same quality and conservative style as the uniform of the day.

c. At those times when liberty is granted in excess of 24 hours, personnel may visit any location within a 300 mile radius of Marine Corps Combat Development Command.

d. Leave is granted on an emergency basis only.

## APPENDIX A

### CHECKLIST FOR REPORTING TO BULLDOG

1. Each midshipman must arrive with the following items:
  - a. Three hundred fifty dollars in cash or traveler's checks.
  - b. Original and five copies of orders.
  - c. ID card.
  - d. Health record (including record of inoculations).
  - e. Copy of most current physical dated within two years of reporting to OCS.
  - f. Dental record.
  - g. Leave and earnings statement (if required).
  - h. Appropriate documentation if claiming dependents.
  - i. Means of return trip home (rail, air, or bus ticket, POV, etc.).
  - j. 2 pairs well broken in boots (3 is optimum)
  - k. One pair of running shoes (broken in).
  - l. Two sets of appropriate civilian attire.
  - m. A positive frame of mind to excel in training.
  - n. MCRC/OCS Pre-Ship Checklist



## APPENDIX B

### MOI's GUIDE FOR PREPARING MIDSHIPMEN AND MECEP's FOR BULLDOG

1. Background. OCS conducts 10-week courses (OCC, PLC Combined) and 6-week courses (Bulldog, PLC Sr., PLC Jr.). While each of the OCS Courses is an extreme challenge to the body, mind, and character of the candidate, Bulldog and PLC Sr. -- the 6-week Commissioning Courses -- are conducted at a faster pace than the 10-week courses. Effective preparation is necessary in order to achieve success at OCS. Lack of effective preparation often leads to serious, sometimes permanent injury. The Bulldog training schedule is the same as the PLC Sr. training schedule. Candidates for Bulldog need to be just as prepared as candidates for PLC Sr. During preparation for OCS, especially during the final 6 to 9 months of preparation, aspiring Marine Corps Officer Candidates should establish goals and set intermediate milestones specifying the attainment of the physical performance standards listed herein. While effort is certainly admirable, in this instance the risk of injury is such that results alone are the measure of success or failure.

2. End State. The Commanding Officer of OCS has expressed his intent that training be Hard, Safe, Fair, and Professional. MOIs across the nation prepare students from most of 100 colleges and universities throughout the NROTC in support of this end state.

a. Hard. The physical challenges at OCS provide the Marine Officer Candidate with the opportunity to demonstrate physical performance to standard. Moreover, the rigorous program subjects the candidate to extreme exertion daily, throughout the duration of the 6-week commissioning course. After a period of weeks this program provides meaningful insight into the character of the candidate; commitment is often manifest. Physical preparation should be hard enough to allow to prepare the candidate to succeed; yet, not so hard that the rigors of OCS do not provide meaningful insight into the commitment of the candidate.

b. Safe. Preventable injuries that reduce the candidate's ability to perform impair the effectiveness of the evaluation.

(1) Heat. Bulldog is executed during the summer. Heat injuries are potentially life threatening. Serious heat injuries can reduce the patients ability to function in a hot environment for the remainder of their life. MOIs must teach heat casualty prevention.

(2) Hygiene. Open wounds can quickly develop into cellulites. Like heat, this is a potentially life-threatening condition that is preventable. MOI's must teach blister prevention and care. Quality personal hygiene is the key to avoiding cellulites. MOIs must teach candidates to care for their wounds and keep their bodies clean.

(3) Joint injuries and stress fractures. A high level of fitness is essential in order to participate in a 6-week period of sustained, rigorous training without significant injury. MOIs must insure that preparatory PT is consistently rigorous over a period of many consecutive weeks in order to condition the candidate's connective tissues, joints, and bones to the demands of this difficult program.

c. Fair. The tasks, conditions, and standards applied to a given candidate are uniform throughout OCS. The challenge for the individual MOI stems from the decentralized planning and execution of each MOI's pre-OCS training program. Marine Corps doctrine calls for centralized planning followed by decentralized execution. The decentralized nature of command and control within the NROTC's renders

centralized planning impractical. This places a difficult challenge on the MOI: to attain a reasonable standard of uniformity in preparation of candidates.

d. Professional. MOIs are the model of professionalism.

3. Physical Conditioning. Develop the necessary speed, strength, endurance, and agility to reduce the danger of injury during the initial phases of training and then to facilitate the candidate's participation in the evaluation stage of Bulldog. Physical fitness and conditioning, stressing endurance, total body fitness, circuit training, roadwork, and "fartleks" should be used to augment standard running and upper body development.

a. Conditioning programs will vary widely among MOIs. Standards for physical fitness are defined in MCO 6100.3J. The contents of this order should be carefully reviewed. In no case should the minimum physical fitness requirements ever be considered adequate preparation for OCS. Candidates scoring below a 1<sup>st</sup> Class PFT may be disenrolled from OCS before training begins.

b. The Bulldog program is sufficiently strenuous such that each candidate must be in excellent physical condition and health prior to reporting. Pre-OCS PT must include injury prevention. Candidates should begin training healthy and injury free.

c. Safe and effective deliberate preparation for OCS can begin 6 to 9 months before OCS, generally begins during August preceding the candidate's attendance. The OCS web sight at [WWW.OCS.USMC.MIL](http://WWW.OCS.USMC.MIL) provides physical training plans developed by OCS's Medical Staff in concert with the Color Sergeant (PTI). These programs are safe and effective. MOIs must remain mindful of the risk of over preparation. The many months of preparatory PT offer a safe means to get the candidate fit and injury free.

d. Candidates should hike and run in the boots that they will wear to OCS at least 1-2 times per week beginning no later than January prior to OCS.

e. Conditioning hikes with 35 pounds, at up to 3.5 mph, and length of up to approximately 10 miles should be conducted during the spring prior to OCS.

f. Candidates training in cool climate may find the heat of a Quantico summer, especially second increment, to be a new adversary. Effective preparation for OCS must include training and practical experience in preventing and treating heat injuries and blisters.

g. Prior to arrival at OCS, all candidates must successfully negotiate the rope climb after exerting the same upper body fatigue experienced while negotiating a standard Marine Corps Obstacle Course, with technique being emphasized over strength. Horizontal rope familiarization (a.k.a., commando crawl) is also recommended.

h. Formation runs at OCS are conducted within the first week of training; the average pace for men begins at 8 min/mile; the average pace for women begins at 9 min/mile. The pace accelerates at a rate of 15 seconds per mile each week.

4. Knowledge. All classes taught during PLC Jr. are appropriate preparation material for both PLC Sr. and Bulldog. OCS has provided all MOIs with an electronic copy of all PLC Jr. Student Handouts and Instructor Detailed Outlines. These OCS instructional materials and those available on the OCS web sight – including the Candidate Regulations -- are approved for use. All persons participating in pre-OCS

training including: MOI, AMOI, OSO, OSA, MECEPs, Midshipmen, OCS staff members are prohibited from using any and all other OCS materials including OCC, PLC Sr. and Bulldog Student Handouts and Outlines.

- a. Basic Land Navigation
  - Use of the Lensatic Compass
  - Fundamental map reading and map orientation
  - Basic Land Navigation Skills (Day only)
  - Terrain Association/Appreciation
  - Orienting a Map
- b. Basic Fire Team Tactics, Organization and Formations
  - Five paragraph order
  - Hand and Arm Signals for the fire team
  - Fire team movement and formations
- c. Close Order Drill
  - Basic individual and squad without M-16
  - Basic individual and squad with M-16
- d. M-16
  - M-16 Service Rifle Familiarization
  - Nomenclature
  - Assembly/Disassembly
  - Cleaning
  - Functioning (cycle of operation)
- e. General Military Subjects Outlined in the BST for PVT through Sgt
  - Marine Corps History
  - Customs and courtesies
- f. Utility Uniform
  - Preparation and Wear
- g. First Aid
  - Hydration
  - Foot care

9. Prohibited Training. Sample SULE and LRC problems, practice tests and/or examinations, and any other gouge that is based on Bulldog, PLC Sr., PLC Combined, or OCC is inappropriate, operates to undermine the fairness of the evaluation and is strictly prohibited. Only the basics should be introduced and stressed so as to allow a true screening and evaluation of officer candidates. The primary focus of OCS preparation should be physical and mental training. Absolutely no training will be conducted using OCS area maps, blue monsters (student training manuals), candidate regulations, grade sheets, the OCS five paragraph order skeleton and any OCS lesson plans other than the PLC Jr.-based information provided to MCRC. Training should not mirror SULE I and SULE II evaluations or the Leadership Reaction Course problems.

### **BULLDOG PRE-SHIP CHECKLIST**

Instructions: This checklist will be completed inside 30 days prior to shipping. Fax one copy to MCRC (ON) and have the student hand carry original for use by Golf Company Staff.

Candidate: \_\_\_\_\_ Rank (MECEP): \_\_\_\_\_  
 SSN: \_\_\_\_\_

Emergency Info: Contact Name: \_\_\_\_\_  
 Relationship: \_\_\_\_\_  
 Phone: \_\_\_\_\_  
 Address: \_\_\_\_\_  
 \_\_\_\_\_  
 \_\_\_\_\_

School: \_\_\_\_\_ Unit Telephone: \_\_\_\_\_  
 MOI: \_\_\_\_\_

1. PFT and Weigh-in conducted maximum of 30 days prior to reporting to OCS (Note 225 standard in training guidance):

Run _____	SU _____	PU/FAH _____	Points _____
Height _____	Weight _____	BF (if required) _____	

2. Medical. Ensure student is advised that no over the counter medications are authorized; prescriptions must be available for other medications; and that sun-sensitizing medication should be stopped 6 weeks prior to reporting to OCS. Recommend civilian medical records be brought for major injuries to aid OCS Medical Staff. Students may bring knee braces, ankle supporters, etc.

Medical Record with approved physical (date _____)	Y / N*
Dental Screening Complete (Class I or II, date _____)	Y / N*
Two Pair Glasses	Y / N*
PAP Smear Hardcopy within 2 months	Y / N*
Shot Record	Y / N*
Unresolved New Injuries not Identified on Physical	Y*/ N

3. Finances.

Money for Large and Small Bag Issue	Y / N*
Midshipman Pay (no paycall at OCS)	Y / N*
Personal Finances in Order	Y / N*

4. Documents. (i.e. DD214 for fleet inputs/reservists, marriage, divorce, adoption, special care, etc.)

5. Boots (minimum of 2 sets, well broken in)

6. MECEP.

Uniforms (4 sets cammies, SS"C", All weather Coat)	Y / N*
Name Tapes Removed from cammies	Y / N*
SRB and Orders	Y / N*

7. Explanation of an "\*" answers:  
 Screener Signature \_\_\_\_\_ Printed Name and Rank \_\_\_\_\_ Date \_\_\_\_\_

## APPENDIX C

### INFORMATION SPECIFIC TO MECEPs

1. In general, all information herein contained pertains to MECEPs and midshipmen. Different requirements as a function of active duty enlisted status are now specified:

a. Reporting Uniform. All candidates reporting for training – including Enlisted Marines – will wear appropriate seasonal civilian attire (see Chapter I, paragraph 3d). No candidates – including Enlisted Marines -- will report in uniform.

\* MECEPs should carry one "C" uniform to wear in case of emergency.

\* Report in early on the day specified in the orders.

b. Military Clothing. Each MECEP should bring the following clothing items:

1 raincoat

2 set of MARPAT utilities (1 woodland, 1 desert, each complete)

2 MARPAT woodland utility covers

1 MARPAT Woodland Boonie Cover

2 pairs of boots, well broken-in boots (3 is optimum)

6 T-shirts

6 skivvie shorts

6 pairs green socks

3 web belts w/brass buckles

\* MECEP students are required to maintain a full uniform issue, as directed by MCO P10120.28 (Individual Clothing Regulations), from which the aforementioned items should be drawn.

c. Personal Finances. Each MECEP's personal financial circumstances are different but the following helpful hints can be used by MECEPs:

(1) Arrange all personal financial transactions before reporting to OCS.

(2) Do not stop BAQ when departing for Quantico.

(3) Standard purchases cost \$350 in cash; each MECEP must bring \$350 in cash, not traveler's checks, when reporting in. Any additional individual purchases (e.g., uniforms from cash sales) must be funded with cash in addition to the basic \$350 requirement.

## APPENDIX D

### NOTES FROM OCS AND THE GOLF COMPANY COMMANDERS

While the standards and the end state have remained consistent at OCS for decades the means and ways vary each year as new methods are tried, new OCS CO's take command, new staff members post and relieve, and new companies form, train, and disband. The best source of information about OCS is the CO of OCS. He has approved this manual. The sea stories from last summer are entertaining but not the meat upon which to build a training plan. Questions should be directed to the S-3 of OCS at 703 784 2344.

#### DRILL INSTRUCTOR-TYPE STRESS AT THE NROTC

NROTC students are well experienced at forming up, reporting, and the various SOPs that surround the weekly business of an NROTC Unit. NROTC students are also accustomed to seeing the AMOI around the unit spaces. The AMOI may even raise his voice on occasion, perhaps routinely. At OCS these same students sometimes struggle to 'put on the game face'. Drill Instructor administered stress at OCS is an important part of the chaos and uncertainty of this evaluation process. It is wise to reduce the use of Drill Instructor-type stress at the NROTC unit and hold this combat power in reserve for use in the evaluation of potential for commissioned service during OCS.

#### REPORTING

Physical Preparation. The 6-week commissioning programs (Bulldog and PLC Sr.) are fast-paced and are designed with the assumption that candidates will report in good physical condition, free from injury and disease. If your candidate – MECEP or Midshipman – is not able to satisfactorily complete your pre-OCS training or is not free from injury or disease then contact the S-3 of OCS to determine the appropriate course of action before shipping that candidate. At a minimum a candidate should run a consistent 225 PFT, be IAW MCO for height, weight, body fat, and personal appearance, and be able to climb the rope. Candidates that are unable to perform to these standards are a safety hazard.

Extenuating Circumstances. Some significant events should be acknowledged and considered while slating candidates for training: recovery time from recent surgery, the upcoming birth of child, et al. Fellow MOIs and MCRC(ON) can assist in scheduling to accommodate these events.

#### MECEP

An obstacle to the success of some MECEPs is the idea that OCS is a check in the box, that graduation is a given. A more productive attitude is the notion that OCS is a rare opportunity to be tested in a very challenging environment. Historically, MECEPs have been at the top of the pile, well represented among honor grads, and at the bottom of the pile as well.

Gear lists. Each year these list are updated. The S-3 will publish the required gear list. If you need the new list and do not have it call OCS S-3 at 703 784 2344.

Optional Gear:

- Cover block
- Lamination paper ("cold")
- Map pens

10-12 wire coat hangers  
2 extra sets of USMC PT shorts (nylon, not cotton)  
2 extra t-shirts for PT

**\*\*The ability to wash clothing is very limited, so additional skivvies, t-shirts, socks, etc will be a big help.**

The following gear should NOT be brought to OCS:

Civilian shorts of any kind  
Jeans  
Civilian tennis shoes of any kind (except running shoes for PT)  
Vitamins, cold medicine, etc  
Contact lenses (not authorized at any time at OCS)

### **PAY**

No midshipmen will be paid at OCS. The unit will pay him before he leaves. MECEPs continue to draw pay as always.