

THE PHANTOM WARRIOR STANDARD



FOR EVERY SERVICE MEMBER



REPLY TO
ATTENTION OF

DEPARTMENT OF THE ARMY
HEADQUARTERS, III CORPS AND FORT HOOD
1001 761ST TANK BATTALION AVENUE
FORT HOOD, TEXAS 76544-5000

AFZF-CG

OCT 06 2011

MEMORANDUM FOR SEE DISTRIBUTION

SUBJECT: The Phantom Warrior Standard Handbook

1. Welcome to Fort Hood, Texas, "The Great Place". You are joining units steeped in tradition and filled with proud, confident warfighters, the vast majority of which have been proven in battle. As Soldiers and Airmen assigned to Fort Hood, we are committed to upholding the proud traditions of this command and the United States Armed Forces. This handbook identifies standards that apply to the way we conduct our professional and social lives, regardless of component or branch of service. Every service member on the installation is required to live by and hold themselves and their subordinates to these standards.
2. III Corps and Fort Hood is home to a vast array of forces that are uniquely tailored to respond to any contingency mission the Nation may call upon us to perform. As the country's premier mobile Corps, we must be prepared to deploy by land, sea, or air to conduct mobile-armed offensive and defensive operations worldwide. You will find your tour of duty in the Phantom Corps to be rewarding, fast paced, and challenging.
3. This handbook will familiarize you with the proud heritage of the Corps and communicate the standards expected of every Phantom Warrior in order to build discipline and esprit in our units. Violations of designated provisions of this handbook may subject service members to adverse action under the Uniform Code of Military Justice, Article 92.

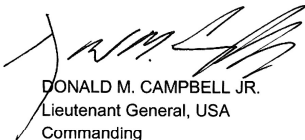
AFZA-CG

SUBJECT: The Phantom Warrior Standard Handbook

4. The Phantom Warrior standard applies to service members: (1) assigned to, attached to, or under the operational control of III Corps or Fort Hood units, including major subordinate commands, and (2) mobilizing and demobilizing at Fort Hood. You will read, comprehend, comply, and enforce the standards in this handbook. Finally, you will maintain this book on your person, at all times, while in the duty uniform.



ARTHUR L. COLEMAN, JR.
Command Sergeant Major, USA
III Corps and Fort Hood
Command Sergeant Major



DONALD M. CAMPBELL JR.
Lieutenant General, USA
Commanding

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History of Fort Hood

Fort Hood is the most populous active duty military installation in the United States, and when it became a permanent post in 1950, it was originally conceived as the only post in the United States that would support two full armored divisions. In addition to III Corps, the post is presently the home of the 1st Cavalry Division, First Army, Division West, 13th Sustainment Command (Expeditionary), 1st Medical Brigade, 3d Cavalry Regiment, 4th Combat Aviation Brigade, 89th Military Police Brigade, 504th Battlefield Surveillance Brigade (BfSB), 21st Cavalry Brigade (Air Combat), 36th Engineer Brigade, 48th Chemical Brigade, 407th Army Field Support Brigade, 69th Air Defense Artillery Brigade, 3d Air Support Operations Group (ASOG), Carl R. Darnall Army Medical Center (CRDAMC), 85th Civil Affairs, Army Operational Test Command (AOTC), US Army Garrison Fort Hood, and various other units and tenant organizations.

Fort Hood was named after John Bell Hood, a famous Confederate Army General who commanded the Texas Brigade during the American Civil War. In 1861, John Hood resigned his commission in the Union Army to join the Confederate Army where he was quickly promoted to Brigadier General. At Gettysburg he commanded under General Longstreet and was severely wounded. At the Battle of Chickamauga, General Hood lost his right leg. Not one to give up, he had himself strapped in his saddle and continued leading his troops. A fighting leader who always took the fight to the enemy, Hood was placed in command of the Army of Tennessee and aggressively opposed Union General Tecumseh Sherman during the infamous “March to the Sea”.

The original site for Fort Hood, then called Camp Hood, was selected in 1941, and in January 1942 the War Department announced the selection of Killeen as the site for the Tank Destroyer Tactical and Firing Center. Camp Hood's primary mission was the training of the Army's tank destroyer battalions. As this mission declined the posts massive training resources shifted to field artillery battalions and the Infantry Replacement Training Center. The total camp population on the last day in 1944 was 50,228 Soldiers.

Exemplifying the Korean buildup, South Camp Hood was designated as Fort Hood, a permanent installation, in 1951. During the Korean War years, the post continued its training mission and provided individual replacements for many of the units involved in the conflict. In 1953 Congress approved the additional 50,000 acres to Fort Hood.

In 1961, Fort Hood again became the home for III Corps. In 1967, Fort Hood was officially designated a two-division post with the 1st and 2^d Armored Divisions. In October 1969, Killeen Base was re-designated as West Fort Hood and the airfield's name was changed to Robert Gray Army Airfield. During the late 1960s Fort Hood trained and deployed a number of units and individuals for duty in Vietnam. As the United States ended its role in that conflict, thousands of returning Soldiers completed their active duty with one of the Fort Hood Divisions. In 1971 the 1st Cavalry Division came to Fort Hood from Vietnam and replaced the 1st Armored Division when "Old Ironsides" deployed to Germany.

Today Fort Hood comprises three hundred and forty square miles. The cantonment area of Fort Hood is adjacent to Killeen, Texas, in the state's beautiful "Hill and Lake" region. The post stretches 26 miles from east to west and 24 miles from north to south. Fort Hood is approximately 60 miles north of the state capital in Austin

and 50 miles south of Waco. The city of Killeen borders Fort Hood to the east and Copperas Cove borders Fort Hood to the west. Access to the post is from IH-35 to US Highway 190 West, at Belton, towards Killeen.

There are more than 6,730 sets of quarters for enlisted Soldiers and their Families, and an additional 634 quarters are set aside for officers and their Family members. During the next five years, more than \$200 million will be spent renovating and replacing the post's Family housing as part of the Residential Communities Initiative (RCI). The post also has nearly 100 barracks for enlisted Soldiers, 75 guest quarters, and more than 340 transient quarters.

In its arsenal, the post has a wide array of modern war fighting equipment. There are more than 500 tanks, (including the most modern — the M1A2 System Enhancement Program Abrams tank), over 500 Bradley fighting vehicles, over 322 Stryker Combat Fighting Vehicles, about 1,600 other tracked vehicles, almost

10,000 wheeled vehicles and nearly 300 fixed and rotary-winged aircraft, including the AH64-D Longbow Apache.

Being the first in the digitized warfare arena and having the most modern equipment, Fort Hood Soldiers also use state-of-the-art training facilities. Housed in the Close Combat Tactical Trainer are exact replicas of Abrams tank and Bradley fighting vehicle crew compartments, which allow troops to train with realistic video-game type scenarios before taking the high-dollar equipment to the field.

Once in the field, Soldiers find themselves in a semi-arid terrain that has 413 miles of paved roads and 449 miles of dirt roads. Live-fire exercises take place on fifty ranges and two scaled-down ranges located throughout the post's maneuver area.

The overall post population is estimated at about 82,102, of which almost 40,000 are Service Members. The rest are Family members living on post, civilian employees, contractors, and volunteers. Fort Hood is the "Great Place!"

III Corps History

The III (Phantom) Corps was organized on March 30, 1918, at Langres, France. During World War I, the Corps participated in the Aisne-marne, Oise-Aisne, Meuse-Argonne, Champagne, and Lorraine campaigns. During World War II the Corps earned the nickname “Phantom Corps” by hitting the enemy when least expected. III Corps was awarded campaign streamers for Northern France, Rhineland, Ardennes-Alsace and Central Europe campaigns. Assigned to Patton’s Third Army during the relief of Bastogne, III Corps liberated more than 100 towns, including Bastogne halting the German bulge offensive. III Corps then established the Remagen Bridgehead securing the initial foothold in Germany.

Inactivated in 1945, III Corps was reactivated in 1951 and served on active duty as a training headquarters.

Inactivated in 1959, it quickly returned to duty at Fort Hood during the Berlin Crisis in 1961.

During the Vietnam era, III Corps trained and deployed two Field Force Headquarters to provide combat assistance to the South Vietnamese and to control US military operations in the Central Highlands. III Corps supervised the training and deployment of more than 137 units and detachments to Southeast Asia.

Post Vietnam, III Corps would take part in a number of tests of organizations and tactical concepts, and was on the leading edge of the Army's modernization effort with the introduction of new organizations and equipment. III Corps supported operations worldwide, to include Grenada, Panama, Honduras, Saudi Arabia, and Kuwait. III Corps also supported stabilization force operations in Bosnia, humanitarian support for Operation Restore Hope in Somalia, and numerous humanitarian missions in the United States and Central America.

In July 1973, III Corps became part of the newly established Forces Command (FORSCOM) and its training, testing, and evaluation mission began to grow. For the remainder of the decade, III Corps would take part in a number of Training and Doctrine Command (TRADOC) tests of organizations and tactical concepts, and play a key role in the fielding of new equipment. III Corps units would also participate in major exercises such as REFORGER (Return of Forces to Germany) and disaster relief operations in the United States and Central America.

In the decade of the 1980s Corps units have been on the leading edge of the Army's modernization effort with the introduction of new organizations and equipment like the M1 Abrams tank, M2/3 Bradley Fighting Vehicle, AH64 Apache helicopter, Multiple Launch Rocket System (MLRS), and Mobile Subscriber Equipment (MSE). III Corps' primary mission continues to focus on Europe and the training of

forces for deployment. The Corps participated in numerous field and command post exercises such as Road Runner '87 that involved more than 10,000 Soldiers in a ten-county, Central Texas area. In 1987, III Corps also conducted the largest deployment of forces to Germany since World War II. This demonstrated the Corps' ability to perform one of its primary wartime missions. III Corps also plays an important part in the training and support of active and reserve component units. This support involves training guidance, resources, and the maintenance of relationships that extend to wartime affiliations.

In response to the invasion of Kuwait in 1990 III Corps deployed the First Cavalry Division, elements of the 13th Corps Support Command and elements of the 6th Air Cavalry Brigade in support of Operations Desert Shield and Desert Storm, playing a critical role in the liberation of Kuwait.

Throughout the 90's III Corps would provide forces in support of humanitarian operations in Central America, Kurdish relief operations in Northern Iraq, peace keeping and security operations in Eastern Europe, stability operations on the Arabian Peninsula and disaster relief operations here at home.

With the terrorist attacks of September 11, 2001, III Corps was called upon to provide forces and equipment in support of Operation Enduring Freedom in Afghanistan and a Brigade Combat Team in support of increased security operations in Kuwait. In late 2002, early 2003, III Corps began preparing its organic, assigned and attached units for major combat operations.

During Operation Iraqi Freedom 2004 to 2005, III Corps replaced Combined Joint Task Force-7 and transformed into Multinational Corps-Iraq. III Corps' mission was to conduct offensive operations to defeat remaining non-compliant forces and neutralize destabilizing influences in Iraq in order to create a secure environment as part of the Iraqi Governance Campaign. During Operation Iraqi Freedom from 2006 to 2008 the Iraqi Surge Campaign, III Corps as Multinational Corps-Iraq conducted operations to secure the Iraqi population and break the cycle of violence. During Operation Iraqi Freedom 2010 III Corps once again was part of a headquarters transformation becoming the nucleus of United States Forces-Iraq. During the Iraqi Sovereignty Campaign III Corps assisted the Iraqi government and military during the national elections. The Phantom Warriors planned and executed operations at every level from tactical to strategic, setting the improved security conditions which allowed the US forces to begin the drawdown and transition from combat operations to an advise and assist role. On September 1,

2011, III Corps Soldiers marked the official end of combat operations in Iraq as Operation Iraqi Freedom transitioned to Operation New Dawn. III Corps, as America's Armored Corps, is our country's premier heavy maneuver force: mobile, lethal, and Army Strong.

III Corps is "America's Hammer!"

III Corps Patch-Caltrop

A caltrop is an antipersonnel weapon made up of two or more sharp nails or spines arranged in such a manner that one of them always points upward from a stable base. They may be thought of as the landmines of antiquity useful to shape the battlefield and force the enemy into certain paths and approaches, or to provide a passive defense as part of a defensive works system.

Used for centuries, the caltrop is the ideal passive weapon—simply constructed, cheap and easy to manufacture, requiring no special skill or training to use, easily portable, needing no care, capable of recovery and extremely effective in most settings. Silent, insidious and decidedly not glorious, it has been used during the Civil War and has been employed in both Korea, Vietnam and in Iraq.

The original caltrop was nothing more than a ball from which four spikes projected in such a way that when three

spikes were on the ground the fourth was always pointed upward. To step on it was to risk a laceration or puncture wound-painful, debilitating and hard to heal-which could result in serious infection or a slow death.

Its earliest recorded use occurred in Persia, at the Battle of Arbela (Gaugamela) on October 1, 331 BC. Polyaeus of Macedonia, writing 500 years after the fact, claimed that Persian King Darius III sowed some of the ground in front of his army with 'crow's-feet' in order to restrict the enemy's freedom of movement.

The Caltrop was a valuable component in field and camp defenses and in the perimeter protection of fixed fortifications. Shown on the battlefield, and sometimes partially buried, they were much more difficult to detect than elaborate, time-consuming systems of pits and stakes and served to discourage attacks on vulnerable sectors of the line. The three points of the caltrop represents the numerical designation of the corps. The blue and white

are the authorized colors used in distinguishing flags to represent Corps. The shoulder sleeve insignia was approved by the Adjutant General, American Expeditionary Force on December 3, 1919. It was approved by the War Department on June 17, 1922.

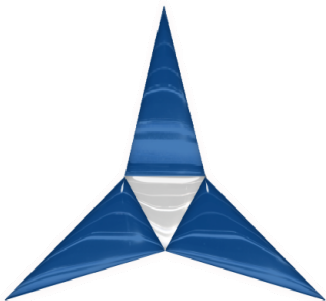
III CORPS

HERALDIC ITEMS

SHOULDER SLEEVE INSIGNIA

Description: A blue caltrop, in the center a white triangle, all within a green border.

Symbolism: Blue and white are the colors of Corps distinguishing flags, and the three points of the caltrop indicate the numerical designation of the Corps.



DISTINCTIVE UNIT INSIGNIA

Description: A gold colored metal and enamel device, consisting of a yellow shield on which is a blue caltrop with one point up; within the center of the caltrop a white equilateral triangle with one point down.

Symbolism: Yellow alludes to armor. The caltrop is a representation of the shoulder sleeve insignia of III Corps. Blue and white are the colors used for Corps.



CAMPAIGN PARTICIPATION CREDIT

World War I

Aisne-Marne

Oise-Aisne

Meuse-Argonne

Champagne 1918

Lorraine 1918

World War II

Northern France

Rhineland

Ardennes-Alsace

Central Europe

Iraq

Transition of Iraq

Iraqi Governance

National Resolution

Iraqi Surge

Iraqi Sovereignty

DECORATIONS – Meritorious Unit Award with bronze star



PHANTOM 6 IMPERATIVES



BUILD THE TEAM

- A Team of Teams: we succeed or fail as a team
- All leaders assist in promoting a positive command climate
- Be precise in what you do and say: Imprecision = miscommunication
- Set conditions for subordinate success – they succeed, we all succeed
- Decide what is important – organizational energy is finite
- Tell the whole story – integrity is paramount

DEVELOP COMPREHENSIVE FITNESS

- Mind, body, and spirit for Service Members, Families, Civilians, and Veterans at the Great Place
- Leading America's Sons and Daughters is a privilege
- Passionate care for our Warriors, Families, Civilians, Veterans, and our Fallen and their loved ones
- Develop trust with those we serve



EMPHASIZE LEADER DEVELOPMENT & TRAINING

- Followership is as important as leadership
- Training is teaching – take the time to teach and challenge
- Sustain systems for accountability, deployability, and maintenance
- Know and follow our training doctrine, FM 7-0
- Strive for predictability for Warriors and families
- Provide world-class training facilities and relevant resources



The Phantom Corps
AMERICA'S ARMORED CORPS

INSTILL DISCIPLINE & STANDARDS

- Discipline is the soul of a unit - Standards are its heart - Empower our NCOs to enforce the standards
- The Army is a profession of arms – be a professional in all you do
- Live the Army Values all day, every day
- Ensure you and your unit are always deployment capable
- Incultate the Warrior Ethos – every Soldier is lethal, disciplined, and physically fit
- Do not ignore mistakes – small things matter
- Do what's right, even when no one is watching

COMMAND PHILOSOPHY

My intent is to establish a Corps that can deploy anywhere and execute any mission by instilling a focus on teamwork, comprehensive fitness of our war fighters, and leader development and training. We must continue to remain focused on accomplishing all missions while always ensuring the resiliency of our Family teams. I expect all leaders to assist me in promoting a positive command climate that reinforces and exemplifies the Army Values and Warrior Ethos of our combat tested force. Together we will continue to make the Great Place greater!

In the daily operations and running of the Corps and its subordinate commands, I expect Leaders and Soldiers to follow the Command Imperatives I have come to trust as a sound formula for developing units into a Team of teams that are ready to accomplish any assigned mission. These imperatives reinforce key characteristics that I hold as critical in establishing good order, discipline, and the positive command climate of the Phantom Corps.



- TEAMWORK
- COMPREHENSIVE FITNESS
- LEADER DEVELOPMENT & TRAINING
- DISCIPLINE AND STANDARDS

21 April 2011

DONALD M. CAMPBELL, JR.
LTG, USA
Commanding



REPLY TO
ATTENTION OF:

DEPARTMENT OF THE ARMY
HEADQUARTERS, III CORPS AND FORT HOOD
1001 761ST TANK BATTALION AVENUE
FORT HOOD, TX 76544

COMMAND POLICY

CG--01

MAY 20 2011

AFZF-CG

MEMORANDUM FOR All III Corps and Fort Hood Commanders and Leaders

SUBJECT: The Family First Corps

1. **APPLICABILITY.** This policy applies to all III Corps and Fort Hood service members. This policy applies to all major subordinate commands, units, and tenant activities across the Fort Hood Military Reservation.
2. **STATEMENT OF MILITARY PURPOSE AND NECESSITY.** Service members and their Families are the heart and soul of this organization. In this era of persistent conflict and demanding operational tempo, quality time with Families has never been more important for the continuing vitality of our Army and sister services. As the Senior Commander of III Corps and Fort Hood, I will preserve and protect predictable Family time to help maintain a motivated and ready force.
3. **POLICY.**
 - a. **Duty Day.** The duty day extends from 0630 to 1700 on Mondays, Tuesdays, Wednesdays, and Fridays. This schedule allows service members to be home with their Families by 1800 for a family dinner.
 - b. **Phantom Time.** On Thursdays, Fort Hood observes Phantom Time. The duty day ends no later than 1500. For service members, this means no mission related activities will extend beyond 1500. Installation services may, however, continue after 1500.
 - c. **Weekend duty.** Without the approval of the Senior Commander, III Corps and Fort Hood, no service member will work on weekends with the exception of those personnel on guard. If units are officially tasked in a published III Corps or Fort Hood operations order to work a weekend or holiday, no additional approval is required.
4. **EXCEPTIONS TO POLICY:** The sole approval authority for exceptions to this policy is the Senior Commander, III Corps and Fort Hood. Leaders should coordinate directly with the Senior Commander, III Corps and Fort Hood.
5. **PUNITIVE ORDER.** This policy is punitive. Service members who fail to comply with this policy are subject to adverse administrative actions or actions under the Uniform Code of Military Justice.

AFZF-CG
SUBJECT: The Family First Corps

6. EXPIRATION. This policy memorandum supersedes memorandum dated 02 November 2009, and will remain in effect until superseded or rescinded.



DONALD M. CAMPBELL, JR.
Lieutenant General, USA
Commanding



REPLY TO
ATTENTION OF

DEPARTMENT OF THE ARMY
HEADQUARTERS, III CORPS AND FORT HOOD
1001 761ST TANK BATTALION AVENUE
FORT HOOD, TEXAS 76544-5000

**COMMAND POLICY LETTER
SAFETY-02**

AFZF-SAFE

JUL 29 2011

MEMORANDUM FOR SEE DISTRIBUTION

SUBJECT: III Corps and Fort Hood Command Motorcycle Safety Program

1. REFERENCES:

- a. Department of Defense Instruction 6055.04, DoD Traffic Safety Program, 20 April 2009 w/ change 1.
- b. AR 385-10, The Army Safety Program, 23 August 2007 w/ RAR dated 14 Jun 10.
- c. Chief of Staff of the Army memorandum, 28 December 2005, subject: Motorcycle Mentorship – Ride Smart Ride Safe, Team Up!
- d. FORSCOM Commander memorandum, 14 May 2010, subject: Motorcycle Safety.
- e. FORSCOM Commander memorandum, 23 February 2011, subject: Motorcycle Mentorship Program.

2. APPLICABILITY. This policy applies to all personnel assigned to, attached to, or under the operational control of III Corps and Fort Hood.

3. PURPOSE. To establish the III Corps and Fort Hood Command Motorcycle Safety Program to promote and foster an environment of safe motorcycle usage both on and off duty.

4. POLICY.

a. General. Motorcycle accidents continue to be a leading cause of Soldier fatalities and serious injuries. Recent accident trends suggest excessive speed, reckless operation and operator inexperience as the most common reasons. Every leader and Soldier must be committed to and actively involved in accident prevention, especially the prevention of motorcycle accidents. Training, leader involvement and enforcement of etandarde, leader and Soldier mentorship, along with the integration of composite risk management, will mitigate our ongoing concern over motorcycle operation.

AFZF-SAFE

SUBJECT: III Corps and Fort Hood Command Motorcycle Safety Program

b. Concept of Operations. Reducing the number of motorcycle accidents requires the dedicated support of every Commander, Leader, and Soldier. This policy includes mandatory training, leader mentorship, and the reinforcement of a Soldier's personal responsibility to keep safe.

(1) Mandatory Training. Motorcycle training consists of Basic Rider Course (BRC), Experienced Rider Course (ERC), Military Sport Bike Rider Course (MSRC), and Motorcycle Refresher Training (MRT). All active duty military personnel who intend to operate a motorcycle on or off the installation will successfully complete Motorcycle Safety Foundation approved motorcycle rider safety course(s). All operators of government owned motorcycles must also attend and successfully complete required motorcycle safety training. All other motorcycle operators must be properly licensed to operate a motorcycle on the installation. A Motorcycle Training Sequence chart for military members is enclosed (Encl 1) and training can be scheduled through the installation Army Traffic Safety Training Program website at <https://apps.imcom.army.mil/airs/> (Region=West; Garrison=Fort Hood; Courses=(applicable course)). All military motorcycle riders will complete the progressive training described in the following paragraphs. Commanders or 1SGs, with the recommendation of the unit mentor, will determine when the Soldier is ready for progression.

(a) BRC. The BRC is the initial training for all motorcycle riders which provides basic motorcycle skills and prepares them for licensing procedures. A state licensed motorcycle operator who has passed the BRC is then permitted to register their motorcycle for up to 180 days on the installation. Three-wheeled and off-road motorcycle operators are only required to complete the BRC.

(b) ERC. Successful completion of the ERC will permit a rider to obtain long term installation motorcycle registration and access. It is recommended that new riders be given approximately 60 days after the BRC to gain experience before taking the ERC.

(c) MSRC. Motorcycle manufacturers categorize specific models as "Sport" and "Sport Touring" motorcycles. In order to obtain the skill set necessary to operate a high-performance sport bike, all military "Sport" and "Sport Touring" motorcycle riders will complete the MSRC at the direction of the unit Mentor/Commander, but not later than 180 days after completing the ERC. Unit Commanders have the responsibility for tracking sport bike riders and the successful completion of this command directive.

(d) MRT. All redeployed (six months and greater deployments) military motorcycle riders will attend the MRT or the next uncompleted phase of training (as

determined by the Commander with the recommendation of the unit mentor) within 30 days of their return.

(2) Commanders/Leaders Mentorship.

(a) Support and promote unit level motorcycle safety activities within regulatory limits.

(b) Promote activities that reinforce positive training, mentorship and riding.

(c) Identify unit motorcycle riders and ensure face-to-face counseling (to include a brief on this policy) between first-line supervisors and Soldiers. Riders must be identified by type of motorcycle and assigned to the appropriate mentor. Enforce motorcycle training requirements outlined in paragraph 4b(1). Soldiers shall execute a written motorcycle safety contract with their commander (sample at Encl 2).

(d) Establish unit mentorship programs at brigade or battalion level. Select and appoint suitable mentors (both standard/cruiser and sport/sport touring motorcycles) to coach unit motorcycle riders. Each program will have a Senior Mentor to administer the program. Company sized organizations are encouraged to establish mentorship programs. Unit mentors will:

- Be an experienced (five years or more on the appropriate motorcycle type) and current motorcycle rider in good standing. Mentor should be mature and a leader.
- Complete the BRC and ERC. Sport bike mentors will complete the MSRC.
- Act as a conduit of information to Soldiers for motorcycle safety education and awareness.
- Set the standard for responsible motorcycle riding.
- Mentor Soldiers in purchasing, riding and maintaining motorcycles.
- Monitor and evaluate Soldiers' skill development and recommend appropriate training. Ensure Soldiers attend appropriate training.
- Track and inform the commander of Soldiers' riding progress and completed training.
- Organize and promote activities to enhance motorcycle safety by unit affiliation or riding events.

- Promote command objectives related to motorcycle safety.

(3) Individual Responsibilities.

(a) Comply with installation, local, state, and Army motorcycle training, licensing and operating requirements. The Motorcycle Safety Foundation card issued as proof of course completion shall be carried at all times while operating a motorcycle.

(b) Use composite risk management in purchasing, riding, and maintaining motorcycles.

(c) Properly maintain and wear the appropriate Personnel Protective Equipment (PPE) for both on and off post riding. Operators must ensure that passengers comply with these PPE requirements. Anyone operating or riding a motorcycle on military installations must wear the required PPE. Minimum required PPE consists of:

- A Department of Transportation approved motorcycle helmet properly fastened under the chin.
- Full fingered leather or other abrasion-resistant material gloves or mittens designed for use on a motorcycle.
- Long sleeved shirt/jacket and long trousers. Outer clothing constructed of abrasion-resistant material such as leather, Kevlar®, or Cordura® and containing impact-absorbing padding is strongly encouraged.
- Foot protection that provides sturdy over-the-ankle protection for the feet and ankles.
- Eye protection designed to meet or exceed American National Standards Institute Standard Z87.1-2003 for impact or shatter resistant goggles, wraparound glasses or full face shield attached to the helmet. Windshields, eyeglasses, and fairing do not meet this requirement. Protective eyewear issued for combat (i.e. RFI) will meet this requirement. The goggles may be darkened for daylight use; however, they must be clear during the hours of darkness or adverse weather conditions.
- A brightly colored upper garment during the day and a reflective upper garment during dusk/dawn and at night. Outer garments will be properly secured, clearly visible, and not covered. Items (backpacks) may be worn on top of the outer

garment, but they must meet the same visibility requirements of the outer garment. Brightly colored/reflective belts do not meet the outer garment requirement.

- (d) Support installation and unit motorcycle safety initiatives.
- (e) Identify themselves to their chain of command at the time of assignment to the unit, or when planning to purchase a motorcycle.
- (f) Seek out mentorship from skilled, responsible, and positive riders.

Demonstrate self discipline and defensive driving when operating a motorcycle. Recognize the inherently dangerous nature of motorcycle operation and do not join or participate in activities that contribute to high risk behavior.

5. The number of Soldier motorcycle riders continues to increase. Our current concerns over motorcycle operation will require the personal involvement of leaders at all levels and the personal discipline of motorcycle operators. Across III Corps we must foster an environment for safe motorcycle operation. Together, we keep our Soldiers safe.

6. PUNITIVE ORDER. Soldiers who fail to comply with the requirements of this policy are subject to adverse administrative action and/or punishment under the Uniform Code of Military Justice (UCMJ).

7. EXPIRATION. This III Corps Command Policy Memorandum supersedes III Corps Policy, SAFETY-02, 2 Nov 09, subject: III Corps and Fort Hood Command Motorcycle Safety Program, and will remain in effect until superseded or rescinded.

2 Enclosures

- 1. Motorcycle Training Sequence
- 2. III Corps Motorcycle Operator's Contract



DONALD M. CAMPBELL, JR.
Lieutenant General, USA
Commanding

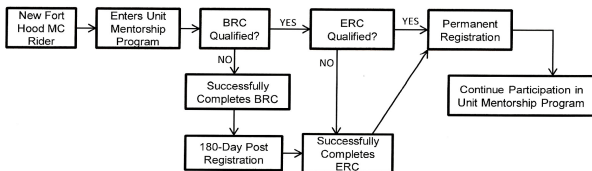
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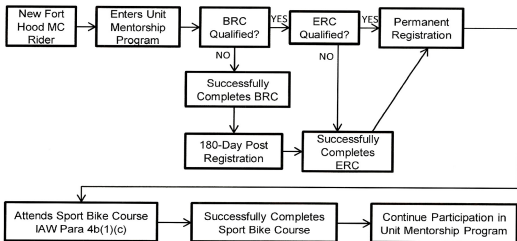
Enjoy your motorcycle safely!

Motorcycle Training Sequence

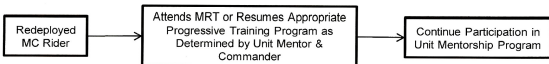
Cruiser Riders



Sport/Sport Touring Riders



Redeployed Riders



Enclosure 1

III Corps Motorcycle Operator's Contract

I understand that I am a Soldier 24 hours a day and the following actions are required for me to operate a motorcycle on- or off-post:

- ✓ I must register my motorcycle with the installation Provost Marshal.
- ✓ I must complete the required motorcycle safety courses.
- ✓ My personal protective equipment (PPE) will consist of a Dept. of Transportation (DOT) approved helmet (properly fastened under the chin) w/face shield or impact/shatter resistant goggles, full-fingered gloves or mittens designed for use on a motorcycle, a long sleeve shirt or jacket, long pants, boots or sturdy over the ankle shoes, and a brightly colored (white, yellow, orange, silver, etc.) upper garment during the day and a reflective upper garment during dusk/dawn and at night.
- ✓ PPE also applies to any passenger.
- ✓ No matter what the state law is, I will always wear a DOT approved helmet.

I understand that failure to comply with Army regulations could result in my loss of motorcycle driving privileges. If I am involved in a motorcycle accident and I have violated any of the military regulations governing motorcycles, I could be held liable for all medical costs that I incur. Additionally, if I violate any of the requirements and sustain fatal injuries, my survivors could be denied military benefits.

I will always operate my motorcycle in a safe and disciplined manner.

Make _____ Model _____ Year _____ Engine (cc displacement) _____

I am associated with the following motorcycle organization(s) :

Name of organization _____

Address of organization _____

At any time I purchase a different (or additional) motorcycle or become associated with a motorcycle organization, I will update this contract with my chain of command (within 72 hours).

I understand that motorcycle organization rules on operating a motorcycle or wear of PPE do not take precedence over Army or III Corps and Fort Hood policies or regulations. Additionally, motorcycle organization rules do not relieve me from personal responsibility to operate a motorcycle safely and not to engage in dangerous activities on a motorcycle, both on or off post.

Operator Signature Date _____

1SG Signature Date _____

Commander Signature Date _____

Enclosure 2

UNCLASSIFIED

HQ, III Corps & Fort Hood
Fort Hood, TX 76644
271148 Jul 11

OPERATION ORDER PW 11-07-521 (NATIONAL COLORS DISPLAY)

Reference: AR 840-10 Flags, Guidons, Streamers, Tabards and Automobile and Aircraft Plates, Para 2-2.b, dated 1 Nov 98.

Time Zone Used Throughout Order: Local.

Task Organization: Omitted.

1 SITUATION. Currently there are multiple National Colors flying on Fort Hood, TX. AR 840-10 prohibits multiple National Colors flying on an Installation at one time without approval.

2 MISSION. Effective **280630 Jul 11**, the only authorized National Colors to fly on Fort Hood will be at the III Corps Headquarters Flagpole.

3 EXECUTION.

a. Concept of Operations. Effective **280630 Jul 11**, the only authorized National Colors will be flown at the III Corps Headquarters Flagpole.

b. Tasks to All Fort Hood Units. Effective **280630 Jul 11**, units on Fort Hood will not fly National Colors.

c. Coordinating Instructions. The III Corps Commander will request approval for General Officer Level Commands on Fort Hood to also fly the National Colors.

4 SERVICE SUPPORT. Omitted.

5 COMMAND AND SIGNAL.

a. Command. Omitted.

b. Signal.

(1) LTC William Johnson at (254) 288-2294 or william.johnson5@corus.army.mil.

(2) MSE G3 POC is Mr. Orlando Medina at (254) 287-4775 or orlando.medina@corus.army.mil.

ACKNOWLEDGE:

CAMPBELL
LTG

OFFICIAL:

LIEBLEJOHN
MSE G3

MSE OPOD Form, dated 9 Mar '0
All other editions obsolete

UNCLASSIFIED



DEPARTMENT OF THE ARMY
HEADQUARTERS, III CORPS AND FORT HOOD
1001 761ST TANK BATTALION AVENUE
FORT HOOD, TX 76544

REPLY TO
ATTENTION OF:

COMMAND POLICY
CG--03

AFZF-CG

JUL 11 2011

MEMORANDUM FOR All III Corps and Fort Hood Commanders and Leaders

SUBJECT: III Corps Physical Training (PT) Policy Directives- **Change 1**

1. **PURPOSE.** Outline Physical Training Uniform Standards and identify specific guidelines pertaining to the conduct of Physical Training.
2. **APPLICABILITY.** This policy applies to all Fort Hood units and tenant activities on Fort Hood.
3. **INTENT.** Physical fitness is the foundation of combat readiness and an integral part of every Soldier's life and is non-negotiable. Good PT programs build esprit de corps and provide leadership opportunities for junior leaders. It is both a command and individual responsibility to ensure that every Soldier is physically fit and prepared for the demanding rigors of combat.
4. **CONDUCT.**
 - a. Commanders must plan, resource, and lead a challenging Physical Fitness Program (PFP) that is focused on not only passing the Army Physical Fitness Test (APFT) but also on readying the Soldier for the stress of combat. It must be standards-based and include aerobic, strength and flexibility components of fitness, scheduled and resourced using the Digital Training Management System (DTMS).
 - b. Physical Training (PT) will be conducted Monday through Friday from 0630-0730 by all units and Soldiers assigned and attached to III Corps and Fort Hood. PT formations will not be held prior to 0630, unless a waiver is approved by the CG. Commanders will ensure meetings and appointments do not interfere with the conduct of PT; Garrison and Staff Directorates will schedule events during this time only by exception. The 0630 PT formation is the first accountability formation of the day and should be treated as such by the command. The approval authority for exempting a unit from PT will reside solely at the BDE or equivalent level of command or higher for approval. Individual PT is not authorized at any time during the PT hours; all Soldiers should be supervised by/with their individual chain of command including use of any of the Fort Hood Physical Fitness Centers. The CDR / CSM teams, at the BN level and higher, are the only authorized exception to the individual PT policy in order to facilitate supervision of their units.
 - c. Units will at all times comply with the wear of Improved Army Physical Fitness Uniform and required reflective belt as outlined in the Phantom Warrior Standard Book. Leaders in the rank of CPL – COL may wear subdued rank on the right side of the reflective belt fastener as worn. The solid yellow reflective belt is the only authorized reflective belt on the Fort Hood installation. Reflective vests are not to be used by individuals conducting PT as it is for use by road guards and other special duty personnel. According to ALARACT message 241/2011, there are a variety of minimalist running shoes available for purchase and wear. Effective immediately, only those shoes that accommodate all five toes in one compartment are authorized for wear. Those shoes that feature five separate, individual compartments for the toes, detract from a professional military image and are prohibited for wear with the IPFU or when conducting physical training in military formation. This change will be reflected in the next update of AR 670-1. Effective 13 June 2011, no civilian PT clothes are authorized for wear by

AFZF-CG

SUBJECT: III Corps Physical Training (PT) Policy Directives-Change 1

Soldiers in any Fort Hood Physical Fitness Facility during the PT hours (0500-0730) regardless of duty status. Earrings are not to be worn by any Soldier on or off duty while engaging in any contact sport (Football, Basketball, Softball, etc.) at any Fort Hood facility or court because of the inherent safety concern this represents.

d. Unit commanders will evaluate each Soldier's physical fitness. Commanders can administer as many Diagnostic APFTs as required to evaluate a Soldier's Physical fitness level. However, if a Soldier takes only two record APFTs in a 12-month period, at least 4 months will separate each record APFT.

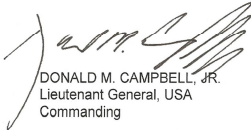
e. Special conditioning programs are appropriate for Soldiers who have difficulty meeting unit goals or Army standards. Such programs will not be punitive; they must be designed to improve the fitness level of Soldiers. Commanders will ensure special population PT programs are executed within the confines of the standard duty day.

f. Foot marching is highly encouraged as a unit physical training activity. When conducting road-marches, all units will be in single file and facing traffic.

g. Organized sports are authorized as an acceptable form of PT to further enhance team-building and esprit de corps but only if it is well resourced, lead, and involves all members of the unit. It should be limited to a single day per week and no more than a couple occurrences over a month's period.

h. The Pregnancy Postpartum Physical Training (PPPT) Program assists pregnant and postpartum Soldiers in maintaining fitness throughout their pregnancy, and assists them in returning to pre-pregnancy fitness levels after pregnancy termination. Commanders must enroll pregnant Soldiers in the Installation Pregnancy Fitness Program and Soldiers are required to participate in the installation PPPT for the duration of the pregnancy up to 180 days past pregnancy termination. Postpartum Soldiers will be cleared by their Physician or Physician's Assistant prior to resuming physical fitness training or testing.

5. EXPIRATION. This policy memorandum supersedes memorandum dated 25 May 2011, and will remain in effect until superseded or rescinded.



DONALD M. CAMPBELL, JR.
Lieutenant General, USA
Commanding



REPLY TO
ATTENTION OF

DEPARTMENT OF THE ARMY
HEADQUARTERS, III CORPS AND FORT HOOD
1001 761ST TANK BATTALION AVENUE
FORT HOOD, TEXAS 76544-5000

COMMAND POLICY
CSM-01

AFZF-CSM

OCT 06 2011

MEMORANDUM FOR SEE DISTRIBUTION

SUBJECT: Uniform and Appearance Policy

1. REFERENCE. AR 670-1, Wear and Appearance of Army Uniforms and Insignia, 3 February 2005.

2. APPLICABILITY. This policy is applicable to every Soldier assigned, attached, mobilized, demobilizing or training at Fort Hood and Partners in Excellence organizations/activities.

3. PUNITIVE NATURE. Provisions printed in **bold and underlined** font are punitive. Violating these provisions may result in adverse action under the Uniform Code of Military Justice, Article 92.

4. POLICY.

a. **Duty Uniform**

(1) Wear of the appropriate duty uniform is in accordance with AR 670-1 and this policy. For the purpose of this policy letter, the duty uniform is defined as the Army Combat Uniform (ACU), Army Aircrew Combat Uniform (A2CU), Food Service Uniform or Hospital Duty Uniform. ALARACT 189/2010 – Concept of Operations for the Transition to Operation Enduring Freedom (OEF) Camouflage Pattern (OCP) Uniform. The OEF OCP is authorized for wear by deploying units. The OEF OCP is authorized for wear in Afghanistan only; with the following exceptions: uniform items during travel to or from Afghanistan; uniform items for unit ceremonial events just prior to deployment or just after redeployment; and OCIE items during deployment train-up, but only if OCP items are not available.

AFZF-CSM

SUBJECT: Uniform and Appearance Policy

(2) Soldiers shall remain in complete uniform at all times (on post/off post and in transit), unless otherwise prescribed by their commander. Soldiers may remove their headgear while in a privately owned, government or commercial vehicle. The t-shirt is only acceptable as an outer garment when commanders specifically authorize it due to extreme heat in well defined areas.

(3) Sleeves on the duty uniform shall always be worn down (not rolled or cuffed).

(4) The duty uniform may be worn in the Commissary, Post Exchange, Shopette, or any other on-post retail facility without restriction.

(5) The ACU is authorized for wear off the installation. When wearing the uniform off-post, it must be clean and serviceable and the Soldier shall be in complete uniform at all times. The ACU may be worn in any retail, customer service facility or for official travel, except as noted below.

(a) **Soldiers shall not consume alcoholic beverages in the duty uniform off the installation.**

(b) The duty uniform shall not be worn at movie theaters, exotic dance clubs (men's or women's) or any other recreational (miniature golf, videogame arcades, etc.) or leisure pursuits. Civilian clothing is the proper attire for leisure activities.

(c) The duty uniform shall not be worn when appearing before, on behalf of, or accompanying anyone to civil court. Only the Class "A" or "B" uniform shall be worn during appearances in civil court, subject to the approval of the service member's commander.

(6) The Desert Camouflage Gortex or Desert Camouflage Field Jacket shall not be worn with the ACU in garrison.

(7) The fleece jacket (black or green) is authorized for wear in garrison. Soldiers shall not wear any patches, name tapes, US Army shoulder sleeve insignia, US flag insignia, rank or any other item (appurtenance) on the black fleece jacket. Name and rank shall be worn on the ACU green fleece.

AFZF-CSM
SUBJECT: Uniform and Appearance Policy

(8) The ACU patrol cap is the primary headgear for all Soldiers as the duty uniform headgear. Food Service Uniforms are not under the ACU wear guidance. The beret is still the authorized headgear for that uniform.

(9) The patrol cap will be worn straight on the head so that the cap band creates a straight line around the head parallel to the ground. The patrol cap will fit snugly and comfortably around the largest part of the head without distortion or excessive gaps. The cap is worn so that no hair is visible on the forehead beneath the cap. The only authorized accoutrements on the patrol cap are rank (sew/pin on) and the velcro name-tape. At no time shall hook and loop fasteners be used to affix rank. Patches, tabs or "cat eyes" shall not be worn on the patrol cap (see Figure 1).

Figure: 1



(10) The black beret will be retained and worn with the dress uniforms. Commanders retain the authority to prescribe the beret for special events such as Parades, Changes of Command or Responsibility. Soldiers, who are authorized to wear the green, tan or maroon beret, will continue to do so in accordance with AR 670-1 (see Figure 2).

Figure: 2



AFZF-CSM

SUBJECT: Uniform and Appearance Policy

b. Improved Physical Fitness Uniform (IPFU).

(1) The IPFU is authorized for wear while conducting physical training or participating in sports events on or off the installation.

(2) The IPFU shall not be worn during commercial travel (plane, bus).

(3) IAW AR 670-1, Chapter 14 paragraph 4. Soldiers may wear all or part of the IPFU with civilian attire off the installation.

(4) The IPFU is not authorized for wear in the Copeland Center of the Soldier Development Center. The IPFU may be worn in unit dining facilities at the discretion of the sponsoring unit commander. Heavily soiled, dirty or sweat soaked uniforms shall not be worn in any on post facility.

(5) The IPFU may be worn at retail facilities on or off the installation as long as the same is clean and serviceable.

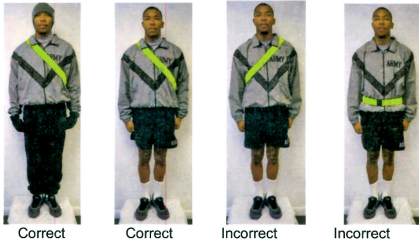
(6) The IPFU shall not be the duty uniform prescribed for work details.

(7) Units will at all times comply with the wear of Improved Army Physical Fitness Uniform and required reflective belt as outlined in the Phantom Warrior Standard Book. Leaders in the rank of corporal – colonel may wear subdued rank on the right side of the reflective belt fastener as worn. The solid yellow reflective belt is the only authorized reflective belt on the Fort Hood installation. Reflective vests are not to be used by individuals conducting physical training as it is for use by road guards and other special duty personnel.

(a) When wearing the IPFU jacket the reflective belt is worn over the right shoulder, draped diagonally across the torso to the left hip (see Figure 3).

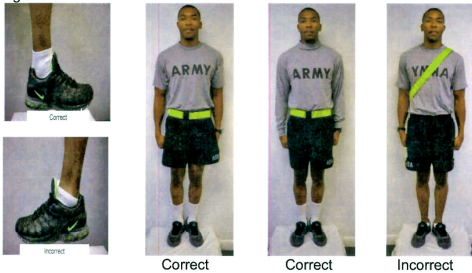
AFZF-CSM
SUBJECT: Uniform and Appearance Policy

Figure: 3



(b) The warm weather physical fitness uniform consists of the IPFU, reflective belt worn around the waist, running shoes, and white socks with no logos. Sock length will not rise above the lower calf or go below the ankle bone (see Figure 4). The shirt will be tucked into the shorts.

Figure: 4



AFZF-CSM

SUBJECT: Uniform and Appearance Policy

(8) According to ALARACT message 241/2011, there are a variety of minimalist running shoes available for purchase and wear. Effective immediately, only those shoes that accommodate all five toes in one compartment are authorized for wear. Those shoes that feature five separate, individual compartments for the toes, detract from a professional military image and are prohibited for wear with the IPFU or when conducting physical training in military formation. This change will be reflected in the next update of AR 670-1.

(9) No civilian physical training clothes are authorized for wear by Soldiers in any Fort Hood Physical Fitness Facility during the physical training hours (0500-0730) regardless of duty status. Earrings are not to be worn by any Soldier on or off duty while engaging in any contact sport (Football, Basketball, Softball, etc.) at any Fort Hood facility or court because of the inherent safety concern this represents.

(10) Headphones are authorized for wear in the IPFU or civilian attire while conducting physical training inside an installation fitness center. However, headphones must be removed prior to departing the physical fitness center.

c. **Combat Vehicle Crewman (CVC) Uniform and Coveralls.** Wear of the CVC uniform is authorized while crewmen are performing actual tasks associated with their vehicle. The CVC uniform is not authorized for wear at off-post establishments. Mechanic's coveralls will be worn only while performing duties in designated maintenance work areas and sites and will be removed prior to departing the maintenance area.

d. **Blousing of trousers (ACU, A2CU).** Pants are bloused on the boot, no lower than the third eyelet from the top of the boot. The A2CU trouser will be tucked inside the boot when not performing fight duties.

e. **Army Combat Shirt (ACS).** The ACS shall only be worn in a deployed or field environment. At no time shall the ACS be worn as an outer garment in garrison.

f. **Ruck Sack.** When conducting tactical road marches the reflective belt will be displayed as follows: (see Figure 5). When operating a motorcycle on or off the installation, the rucksack is to be worn as shown in (Figure 6).

Figure 5:



Figure 6:



g. **Civilian Dress and Grooming on and off-post.** Good grooming is a matter of pride within the military community and the wearing of appropriate civilian attire is a personal responsibility within the parameters of good taste and social acceptability. In keeping with this principle, the following dress code is implemented:

(1) Soldiers using post facilities, public building, public areas, or work areas will not wear shorts, skirts, cut-off jeans, or cut-off slacks, which expose any part of the buttocks. See through garments normally worn as undergarments are also prohibited. Clothing worn as an outer-garment which is obviously intended to be worn as an undergarment is prohibited. This does not include T-shirts. Also, Soldiers will not wear pajamas in any of the facilities mentioned above.

(2) Garments which contain depict, or display any obscene, pornographic, lewd, or lascivious words, characters, pictures, drug paraphernalia or symbols are prohibited.

AFZF-CSM

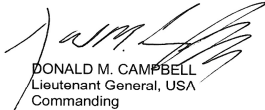
SUBJECT: Uniform and Appearance Policy

(3) **Male Soldiers shall be clean-shaven when in uniform or in civilian clothes on duty except for those with a valid shaving profile. While in public places regardless of duty status Soldiers will maintain a professional appearance.** Soldiers with shaving profiles will not style the beard. Beards, goatees, and unauthorized mustaches are not permitted. **Male Soldiers shall not wear earrings or any other piercing on post or at official functions.** Soldiers shall not wear tongue rings while on duty (in or out of uniform), while conducting official business, or on this or any other military installation. Mouth jewelry, i.e. tongue rings, gold, silver caps (press on), tooth "grills" (solely for the purpose of cosmetics), etc., are not authorized for wear in military uniform and or civilian attire on this installation or any other military installation.

(4) Jewelry: A wrist watch or a wrist identification bracelet, including a conservative style POW/MIA/KIA identification bracelet (only one item per wrist), and not more than two rings (wedding set is considered one ring) are authorized with Army uniforms unless prohibited for safety or health reasons. The style must be conservative and in good taste. No jewelry, watch chains, or similar items will appear exposed on uniforms. Authorized exceptions are: a conservative tie tack or tie clasp may be worn with the black four-in-hand necktie; and pens or pencils may appear exposed on the ACU, hospital duty, food service, CVC, and flight uniforms.

(5) Piercings: Female Soldiers are authorized optional wear of screw-on, clip-on, or post-type earrings with the service, dress, and mess uniforms. Earrings will not be worn with class C uniforms, to include hospital duty, food service, and physical fitness uniforms. Earrings will not exceed 6 mm or 1/4 inch in diameter. They will be gold, silver, white pearl, or diamond; unadorned and spherical. When worn, earrings will fit snugly against the ear and will be worn as a matched pair with only one earring per ear lobe.

5. **EXPIRATION.** This Fort Hood Command Policy Memorandum supersedes the 26 February 2010 policy and will remain in effect until superseded or rescinded.



DONALD M. CAMPBELL
Lieutenant General, USA
Commanding

DISTRIBUTION:
IAW FH FORM 1853: A



REPLY TO
ATTENTION OF

DEPARTMENT OF THE ARMY
HEADQUARTERS, III CORPS AND FORT HOOD
1001 761ST TANK BATTALION AVENUE
FORT HOOD, TEXAS 76544-5000

NOV 3 2011

AFZF-CG

MEMORANDUM FOR RECORD

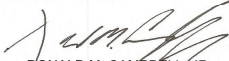
SUBJECT: Wear of the Cavalry Stetson on Fort Hood

1. The tradition and history of the Cavalry Stetson in our modern Army dates back to 1964 when the stetson was adopted within cavalry organizations in an effort to increase esprit de corps. The wear of the stetson in cavalry units was meant to emulate the look of the 1876 pattern campaign hat worn by cavalry troopers long ago and serves to remind cavalry troopers of their long history and unique status .
2. Authorized wear of the stetson:
 - a. All personnel, military and authorized civilians assigned to cavalry units.
 - b. All former members of any cavalry unit.
3. Occasions for wear: The stetson may be worn at all official cavalry functions (i.e. promotions, parades, formals, or as directed by the brigade level leadership); otherwise, the stetson will not be worn outside of the specific cavalry footprint (i.e., 1st CAV, 3d ACR). The stetson shall not be worn in the following instances:
 - a. At formations or other functions where the prescribed headgear is the beret, patrol cap or kevlar helmet.
 - b. During operations in vehicle maintenance or parking areas (i.e., motor pool).
 - c. Stetsons will not be worn at III Corps or Garrison sponsored functions unless directed by the III Corps Commanding General (exception is during III Corps hosted stable calls).
 - d. Stetsons will not be worn at the PX, commissary, food courts, gyms, on and off post restaurants, field training exercise, while traveling on R&R from theater, or off post establishments in military uniform unless the event is an official cavalry sponsored event.

MEMORANDUM FOR RECORD

SUBJECT: Wear of the Cavalry Stetson on Fort Hood

4. Responsibilities. III Corps Commanding General is the overall authority for approving exceptions to this policy unless otherwise prescribed to Brigade Level Leadership as noted above.
5. The point of contact for this memorandum is CSM Arthur L. Coleman Jr., III Corps and Fort Hood Command Sergeant Major, at 254-287-3413.



DONALD M. CAMPBELL, JR.
Lieutenant General, USA
Commanding

PART ONE

The Fort Hood Pact

1. Purpose: To prescribe the standards expected of all service members: (1) assigned to, attached to, or under the operational control of III Corps or Fort Hood units, including major subordinate commands, and (2) mobilized and demobilizing at Fort Hood. Such Service Members are expected to comply with the standards outlined in this handbook, and conduct themselves in a manner that reflects favorably upon them, their unit, III Corps and Fort Hood, and the United States Armed Forces at all times.

2. Service Member Responsibilities:

- Treat others with dignity and respect and do not tolerate or engage in sexual, racial, or other types of discrimination or harassment.

- Be technically and tactically proficient.
- Obey all lawful orders.
- Be present at the prescribed place, on time, in the proper uniform, looking sharp and prepared to excel.
- Maintain proper appearance in accordance with applicable height and weight standards.
- Maintain a proper level of physical conditioning, conduct physical training five days a week and pass applicable physical fitness tests.
- Maintain weapons qualification on your assigned individual and crew-served weapons. Master the mechanical functioning, firing techniques, and capabilities of your assigned weapons.

- Know and use your chain of command and NCO support channel.
- Maintain and account for all assigned equipment; initial issue, TA 50, RFI, unit property and your assigned living area. The American people have gone to great lengths and expended great sums of money to provide us the best equipment available. We, as service members, have a professional and legal obligation to care for and maintain the same. As important as it is to maintain yourself in a fully deployable posture, so too must you maintain your equipment.

3. Command Responsibilities:

- This command has the responsibility to care for Service Members and their Families. Commanders shall ensure service members and Families are treated with dignity and respect and have as predictable a schedule as possible. Commanders at every level shall strive to provide that predictability.
- The chain of command shall conduct a thorough risk assessment and employ/enforce applicable risk reduction measures at all events on and off the installation, on or off duty. Safety briefings/instructions shall be executed as a normal part of all activities and leaders shall vigorously enforce safety standards.
- Leaders shall know their subordinates (and their subordinates' Families) and teach, coach, and mentor subordinates to achieve standards. Discipline is the process through which knowledge and ability is

imparted and a sense of accountability and responsiveness is manifested in our Soldiers. Commanders shall foster a command climate conducive to the same.

- All Soldiers will be counseled in writing every month.
- All Soldiers residing on the installation shall have their barracks space(s) inspected on a daily basis. Those that reside in government quarters and off the installation shall be visited at least semi-annually to promote health, safety, and welfare. Non-barracks inspections must be coordinated in advance with a unit's supporting judge advocate.

4. Single Enlisted Soldier Quarters:

- Barracks Purpose: Barracks and their associated areas are primarily to facilitate our military mission. The barracks provide secure, comfortable living quarters for single Soldiers so

that Soldiers might rest, relax, and enjoy a degree of privacy this preparing themselves mentally, spiritually, and physically for future missions.

- **Leader's Responsibility:** Commanders, assisted by the chain of command, are responsible for the readiness, welfare, morale, discipline, and good order of their units, including the barracks. We in the III Corps are interested in maintaining the higher standards possible.
- **The Four Pillars of Standards:** The four “pillars” of the standards for the barracks are derived from the fundamental principle that behavior and situations that are detrimental to the discipline and good order of a unit must be eliminated.

(1) Clean: All common areas and individual rooms will be neat and clean.

(2) Secure:

(a) Internal: All rooms will have functional locks, doors, windows, and wall lockers.

(b) External: The barracks will be protected from intruders and unauthorized visitors.

(3) Functional: Barracks lighting, heating, and cooling systems, latrines, washers, dryers, refrigerators, microwaves, and other major appliances will be functional.

(4) Safety: Safety will be continually monitored. Hazardous conditions, materials, and situations will be corrected or reported immediately.

PART TWO

Soldier Readiness

In order to fulfill our individual obligations in an Expeditionary Army, all Soldiers are expected to be prepared to deploy with little advance notice. It is your responsibility as a Soldier, to be technically and tactically proficient in order to accomplish your mission. We are an Army at war fighting in the Global War on Terrorism. We shall train in peacetime as hard as we are expected to fight in wartime. Be a leader (regardless of rank) and take the initiative; that is what sets our Army apart from all others. Do the right things, always do it right and always take care of yourself and your Soldiers. To meet the demands associated with potential and or pending deployments, all Soldiers must keep the following items current at all times.

ID Card: Accurate, up to date and serviceable with an active personal identification number (PIN).

Identification Tags: Worn in accordance with AR 670-1. The issuance and wear of ID tags is governed by AR 600-8-14. Phantom Warrior Service Members shall wear their ID tags at all times when in a present for duty status (in garrison or in a field environment), while traveling in aircraft and when outside the continental United States. When applicable a medical condition warning tag shall also be worn on the same chain. Religious medallions may be worn on the ID chain. When worn, personnel shall wear ID tags around their necks, except when safety considerations apply (such as during physical training, and vehicle maintenance).

Security identification/access badges: In restricted and limited access areas, commanders may prescribe the wear of security/access identification badges, in accordance with AR 600-8-14 and other applicable regulations. Personnel shall not wear security/access identification badges outside the area for which they are required. Personnel will not hang other items from the security badge(s). Security badges will be worn from the pocket or similar locations on the front of the uniform.

Emergency Data: Correct/update emergency data records (DD Form 93 and SGLV) as soon as a change occurs. Leaders will review during counseling and SRP processing and take action immediately to ensure emergency data remains current.

Legal: Wills and powers of attorney should be kept current and accurate. If you need or want to change a will or power of attorney, contact the legal assistance office.

Family Readiness Group: (FRGs): AR 608- 1, Appendix J., establishes guidelines for FRGs. Ensure your Family members, whether residing at Fort Hood or not, are aware of your unit's FRG. These groups provide vital information and assistance to Family members. All Soldiers are strongly encouraged to have their Family members participate in the FRG. Encourage all Family members to enroll and participate in the Army Family Team Building (AFTB) program.

Medical: Soldiers can now complete their portion of the Periodic Health Assessment (PHA) online before their appointment with the medical provider.

Complete your portion of the PHA, then schedule an appointment with your medical provider or MTF to complete the PHA process. Soldiers deploying or redeploying from theater can now complete their portion of the Pre, Post or Post Deployment Health Reassessment online before their scheduled deployment processing at which time a medical provider will complete the assessment with the Soldier.

Do not complete online unless instructed to do so by your Chain of Command PDHA and PDHRA can be accessed through your AKO.

Dental: Soldiers must have annual dental checks to maintain their deploy ability. Any dental condition likely to cause a dental emergency (Category III or IV) must be treated in a timely fashion to ensure the Soldier is deployable. Leaders are required to ensure their Soldier(s) report to dental sick call within one week of becoming a Category IV patient.

Family Care Plans: With the frequency and duration of deployments increasing, our units cannot afford to have Soldiers become non-deployable because of ineffective or outdated Family Care Plans. IAW AR 600-20 Soldier's and Commander's must ensure that all paperwork and counseling are complete. All leaders, at every level, are expected and required to test each Family Care Plan to a common sense test. All leaders will ensure all required Soldiers have their Family Care Plans complete within 30 days of being counseled by the unit commander. Commanders must review Family Care Plans on a regular basis to ensure they remain current and comply with AR 600-20.

Appointments: Fort Hood provides a vast array of services: medical, dental, legal, etc. The Fort Hood Community is obligated to care for not only Service

Members and Families assigned or attached to the Corps or installation, but thousands of retirees in our local communities. Leaders must, manage the attendance of all appointments affecting their subordinates. All appointments are coordinated through and tracked by the chain of command and shall be cancelled 48 hours in advance when conditions or circumstances preclude attendance. Soldiers need to get written confirmation of a canceled appointment at the time of cancellation. Failure to attend medical, dental, and certain legal appointments could result in UCMJ or administrative action.

Exceptional Family Member Program (EFMP): EFMP is a mandatory enrollment program that works with other military and civilian agencies to provide a comprehensive, coordinated, multi-agency approach for community support, housing, medical,

educational, and personnel services to Families with special needs.

EFMP Enrollment is done through the Soldiers servicing Medical Treatment Facility (MTF). Exceptional Family Member (EFM) enrollment must be updated at least every three years or as the EFMs condition changes, whichever occurs first; the educational EFMP data should be updated yearly. EFMP profile information is highly sensitive and only accessible by authorized personnel who have a "need to know."

Soldiers who do not update their EFMP data risk the opportunity of not qualifying for some of the great assignments in our Army. Without updated EFMP data, Soldiers will strictly be assigned "For the needs of the Army", which may result in dependent restricted tour assignments. Deletion from assignment instructions is not granted solely because of EFMP enrollment. The EFMP is an assignment

consideration, if pre-enrolled, and not an assignment limitation.

Once a Family Member no longer requires treatment for special needs, the sponsoring Soldier can request disenrollment. The disenrollment process mirrors the enrollment process and the final decision rests with the attending physician, NOT the Soldier. Disenrollment from the EFMP is not related to DEERS eligibility and does not affect DEERS enrollment.

Soldiers who attempt to avoid EFMP enrollment may receive, at a minimum, a general officer letter of reprimand. Avoiding enrollment includes knowingly and willfully failing or refusing to enroll in the program, disregarding the three year anniversary, or providing false information. AR 608-75, Exceptional Family Member Program is the governing regulation .

PART THREE

Personal Conduct

1. General. Whether on or off duty, on or off post, Service Members shall conduct themselves in such a manner so as not to bring discredit upon themselves, Fort Hood, or the Armed Forces. Undesirable conduct includes, but is not limited to, drunk/reckless driving, drunk or disorderly conduct, offensive language or gestures and failure to satisfy financial obligations. Smoking is not permitted within 50 feet of any entrance to any building and only in authorized and designated smoking areas. Fort Hood and the majority of surrounding communities have rules that govern music volume on and off the installation. Service members must comply with these laws.

2. Public Establishments:

a. When visiting public establishments, Service Members must be especially courteous and conduct themselves in a manner that does not bring discredit upon themselves, Fort Hood, or the Armed Forces.

b. Consumption of alcoholic beverages off the installation while in duty uniform is strictly prohibited. Failure to obey this restriction may result in adverse action under the Uniform Code of Military Justice. Watch your drinking. Drinking excessively impairs judgment and may lead to rowdy, destructive, violent, and unruly behavior.

c. Off-Duty Appearance: Service members shall know and comply with the dress codes of the establishments they visit. In general, the professional atmosphere and high standards of appearance

maintained by uniformed military personnel in III Corps and Fort Hood should carry over into the selection of civilian attire. Wear of appropriate attire avoids public embarrassment and promotes a sense of community. It also assists in the orderly accomplishment of the installation's mission and fosters loyalty, discipline, and morale of Soldiers. Accordingly, the following articles of civilian clothing and appearance are inappropriate for wear in service and off-post facilities:

(1) Clothing worn as an outer-garment which is obviously intended to be worn as an undergarment. This does not include T-shirts.

(2) Clothing with obscene, slanderous, or vulgar words or drawing to include clothing which makes disparaging comments concerning the US Government.

(3) Articles of apparel which depict drugs or drug paraphernalia, or which

advocate the use of drugs.

(4) Articles of apparel and grooming which could cause a sanitation problem or prove offensive because of a lack of cleanliness.

(5) Bare feet in any facility except one where footwear is not appropriate, such as swimming pools. Sandals or shoes without socks or stockings are authorized.

d. Watch the noise level. Service members shall respect the rights of others to have a quiet meal or drink. Yelling and screaming at friends in a public establishment is usually discourteous and may cause general resentment towards all Service Members.

e. Watch your language. The use of profanity and racial epithets are unacceptable anywhere. Profanity has become much more prevalent in normal public conversation. We are often not aware of the

impression it conveys to our host community as well as the offensive atmosphere it creates for co-workers. Soldiers should be aware of their surroundings and be tactful and courteous at all times.

3. Public Use of Alcohol:

a. Service Members will not carry (on foot or in privately owned vehicles) open bottles or cans of alcoholic beverages except in areas designated for consumption of alcoholic beverages, such as picnic grounds.

b. **SERVICE MEMBERS DO NOT DRINK AND DRIVE!** Service members will know and use the designated driver rule. In lieu of a designated driver, use public transportation such as taxis, contact your chain of command, or call the military police at 287-2176 for a ride home.

c. In the state of Texas, the legal limit for driving while intoxicated is a .08% blood alcohol content (BAC) for drivers age 21 and over. For drivers under the age of 21, and any detectable amount of blood alcohol, which typically equates to a .02% BAC, exceeds the legal limit for driving while intoxicated. Service Members under the age of 21 shall not consume alcohol on or off post.

4. Radios, Stereos, MP3, CD Player :

a. Loud playing of radios, stereos, MP3/CD players, or similar devices in public places, and housing areas, or billets, on and off post, may violate Texas statutes, local ordinances, and Fort Hood policies. Also, when your music is too loud, it's a safety issue for Soldiers because they can't hear anything else. It will be considered a violation of Texas Penal Code, Section 42.01 (a) (5) and this regulation when:

(1) Music, vibrations, or other sounds emanating from a vehicle with its windows closed can be heard from **10 or more feet from the vehicle.**

(2) Music, vibrations or other sounds emanating from a vehicle with its windows open can be heard from **50 or more feet from the vehicle.**

(3) Noise or music can be heard emanating from portable sound equipment carried by a pedestrian or bystander from 50 or more feet.

(4) Any other noise or music, which, in the judgment of law enforcement personnel, is unreasonable.

b. Violations: If an individual receives more than one citation, action may be initiated to:

(1) Suspend the individual's on-post driving privileges.

(2) Evict the individual.

(3) Bar the individual from post.

c. The wearing of any portable headphones, earphones, or other listening devices (except for hands free cellular phones) while operating a motor vehicle is prohibited. Vehicle operators on DOD installations and operators of Government-owned vehicles shall not use cellular phones unless the vehicle is safely parked or unless they are using a hands free device. The only exceptions to this prohibition are emergency responders, such as MP, ambulance, fire emergency, EOD, and HAZMAT responders. The wearing of portable headphones, earphones, ear or other listening devices while jogging/running, bicycling, or skating/skateboarding on or adjacent to roadways or roadway intersections on DOD installations is prohibited.

5. Relationships between Personnel of different ranks (Army rules):

a. Professional relationships between Soldiers are encouraged in accordance with AR 600-20, para 4-14.

b. The following relationships between Army officers and enlisted persons are generally prohibited: (1) ongoing business relationships; (2) dating, intimate sexual relationships, and non-operational co-habitation; and (3) gambling.

c. Relationships between Soldiers of different ranks are prohibited if the relationships: (1) compromise, or appear to compromise, the integrity of supervisory authority or the chain of command; (2) cause actual or perceived partiality or unfairness; (3)

are, or are perceived to be, exploitative or coercive in nature; (4) involve, or appear to involve, the improper use of rank or position for personal gain; and (5) create an actual or clearly predictable adverse impact on discipline, authority, morale, or the ability of the command to accomplish its mission.

6. Equal Opportunity (EO): III Corps will provide EO and fair treatment for military personnel and Family members without regard to race, color, gender, religion, national origin, and provide an environment free of unlawful discrimination and offensive behavior. This policy—

(1) Applies both on and off post, during duty and non-duty hours.

(2) Applies to working, living, and recreational environments (including both on and off-post housing) .

A Soldier or civilian employee engages in sexual harassment when, through behavior of a sexual nature, they attempt to control, influence or affect the career, pay or job of a Soldier or civilian employee; or make deliberate or repeated verbal comments or gestures of a sexual nature that are offensive to the person to whom addressed; or make abusive physical contact of a sexual nature.

Sexual harassment is a form of discrimination that involves unwelcomed sexual advances, request for sexual favors, and other verbal or physical conduct of a sexual nature between the same or opposite genders when submission to, or rejection of such conduct is made either explicitly or implicitly a term or condition of a person's job, pay, career or such conduct by a person is used as a basis for career or employment decision affecting that person; such conduct has the purpose or effect of unreasonably

interfering with an individual's work performance or creates an intimidating, hostile, or offensive working environment.

Two types of complaints: Informal and Formal complaint

(1) **Informal complaint** is any complaint that a Soldier or Family member does not wish to file in writing. Informal complaints may be resolved directly by the individual, with the help of another unit member, the commander or other person in the complainant's chain of command. Typically these issues that can be taken care of informally can be resolved through discussion, problem identification, and clarification of the issues. An informal complaint is not subject to time suspense. Commanders will not preclude Soldiers from using these channels in

accordance with the procedures inherent/established by these agencies: Someone in a higher echelon of the complainant's chain of command, Inspector General, Chaplain, Provost Marshal, Medical agency personnel, Staff Judge Advocate or Chief, Community Housing Referral and Relocation Services office (CHRRS).

(2) **Formal complaint** is one that a complainant files in writing and swears to the accuracy of the information. Formal complaints require specific actions, are subject to timelines, and require documentation of the action taken. Soldiers have 60 calendar days from the date of the alleged incident in which to file a formal complaint. If a complaint is received after 60 calendar days, the commander may conduct an investigation into the allegations or

appoint an investigating officer. Reference: AR 600-20 Chapter 6 and appendix D.

7. Sexual Harassment/Assault Response and Prevention (SHARP):

III Corps, as well as the Army, is currently transitioning to the SHARP Program. In the interim, Commands will continue to utilize the Unit Victim Advocates (UVA) or Installation Victim Advocates (IVAs) for sexual assault (victim responses) on call responsibilities until the transfer to SHARP is completed.

IVAs will continue to provide 24/7 victim services, hotline services for sexual assault victims is any actual or attempted sexual touching of another without their consent. Sexual assault is a crime and is intolerable.

Two types of reporting complaints: Restricted and Unrestricted

Restricted Reporting. A Soldier who is sexually assaulted and desires medical care, counseling and victim advocacy, without initiating the investigative process should use the restricted reporting option. Restricted reporting allows a sexual assault victim to confidentially disclose the details of the assault to specifically identified individuals and receive medical treatment and counseling, without triggering the official investigative process.

Soldiers who are sexually assaulted and desire restricted reporting under this policy should report the assault to the Sexual Assault Response Coordinator (SARC), a Unit Victim Advocate, or a health care provider. A victim who receives appropriate care and treatment, and is provided an opportunity to make an informed decision about a

criminal investigation, is more likely to develop increased trust for the chain of command and may eventually decide to pursue an investigation. Even if the victim chooses not to pursue an official investigation, this additional information reporting avenue gives commanders a clearer picture of the sexual violence within their command, and enhances a commander's ability to provide an environment that is safe and contributes to the well-being and mission readiness of all the members of the command.

Unrestricted Reporting. A Soldier who is sexually assaulted and desires medical treatment, counseling and an official investigation of his/her allegation should use current reporting channels, for example, chain of command, law enforcement or report the incident to the SARC. Upon notification of a reported sexual assault, the SARC will immediately assign a

Unit Victim Advocate. Healthcare providers will, with the consent of the victim, initiate the appropriate care and treatment, and report the sexual assault to law enforcement or the chain of command.

Additionally, at the victim's discretion/request, the healthcare provider will conduct a forensic medical examination, which may include the collection of evidence. Details regarding the incident will be limited to only those personnel who have a legitimate need to know. Reference: AR 600-20 Chapter 6 and appendix G & H

8. Military Customs and Courtesy: Courtesy among members of the Armed Forces is vital to maintain military discipline. Respect to seniors will be extended at all times. All Army personnel in uniform shall salute when they meet and recognize persons entitled to the salute. Salutes will be exchanged

between officers (commissioned and warrant) and enlisted personnel, and with personnel of the Armed Forces.

Courtesy is respect for and consideration of others.

a. In the Army the various forms of courtesy have become customs and traditions. It is important to render these courtesies correctly.

b. The exchange of a salute is a visible sign of good discipline and mutual respect. Saluting is an outward sign of unit pride and esprit de corps. **I AW AR 600-25 each salute shall be rendered with a greeting and response.** The Fort Hood greeting is your “Unit Motto, Sir or Ma’am” The response from the officer will be your “Unit Motto.” When approaching an NCO the appropriate greeting of the day will be rendered,

“Good morning Sergeant” the response from the sergeant will be your “Unit Motto.”

(1) Be alert for general officers and other senior officer vehicles, which are identified with plates depicting their rank attached to the front of the vehicle. Proper military courtesy requires that you render a salute to these officers as they pass.

(2) If an officer is coming your way, wait until you are approximately six paces apart and salute. If the officer is at a distance and turning away, then the proper saluting distance is recognition distance.

c. The following rules apply in most situations you are likely to face.

(1) **Unit headquarters, orderly rooms, supply rooms, dayrooms, and squad rooms.** The first person to see an officer who is higher in rank than the officer

present in the room should call “Attention.” The senior Soldier present in the area should then report to the visiting officer (examples SGT Jones, NCOIC of the motor pool reports). In smaller rooms, containing one or two enlisted Soldiers, the Soldier(s) should rise and stand at the position of attention when an officer enters the room.

(2) **Offices, shops, hangars, and medical treatment facilities.** When an officer enters personnel who are working do not come to attention unless the officer speaks to them.

(3) **Dining facilities.** The first person to see an officer senior in rank to those present in the dining facility will call “At ease” so that their presence is known and necessary action can be taken. The Soldiers should fall silent, remain seated, and continue to work or eat.

The senior dining facility MC or NCOIC should report to the officer. Soldiers will call “at ease” IAW Dining Facility SOP.

(4) **Hallways.** The first person to see an officer who is senior in rank to the unit commander or officers on the floor will call “Attention.” When a senior non commissioned officer enters a room/area, “At Ease” will be called.

(5) **During conversations.** All Soldiers, Officer or Enlisted, will come to the position of attention facing a senior officer when spoken to. In an official capacity normally the senior officer will direct “At ease” or “Carry on” if the situation merits. When an enlisted Soldier is speaking to a noncommissioned officer, the Soldier will stand at “Parade Rest” unless otherwise directed by the NCO. A subordinate shall stand when

spoken to by someone senior in rank unless the superior directs otherwise. When walking with a senior Soldier, the junior officer or enlisted Soldier will walk to the senior's left side.

(6) In formation. When an officer approaches Soldiers in a formation, the person in charge calls, "Attention " and renders a salute for the entire group. When an officer senior in rank approaches a group of individuals not in formation, the First person to see the officer calls "Group Attention" and everyone in the group faces the officer and renders a salute with the appropriate greeting. However, Soldiers working as part of the detail or participating in some other group activity, such as athletics do not salute. The person in charge, if not actively engaged, salutes for the entire detail or group of Soldiers.

(7) **In a field/tactical environment.** Leaders must take a common sense approach as it relates to observing this courtesy. Saluting should not be required when it conflicts with the task(s) the Soldier(s) is/are charged with performing. When conducting tactical operations outside of a garrison, Contingency or Forward Operating Base (COB/FOB), saluting is strongly discouraged.

(8) Salutes will be exchanged outside the PX, post theater, and other congested areas to include under overhangs. All Soldiers, officer and enlisted, will render the necessary salute, unless the act would be impractical. i.e., arms full of packages, at which time render the appropriate verbal greeting.

(9) The US flag as distinguished from “The Colors” is not saluted except during the ceremonies of raising

(Reveille) and lowering (Retreat) the flag and when it is passing in a parade. The US flag trimmed on three sides with golden yellow fringe is “The Colors” and is saluted as it passes or you pass it within six paces.

(10) Retired military personnel should be given the respect normally afforded their active duty rank.

(11) Soldiers should acknowledge senior NCOs and officers when not in duty uniform, even if both are in civilian clothes.

d. Reveille **and** Retreat ceremonies.

(1) **Reveille:** When you are outside, in uniform, not in formation and you hear “Reveille” you should face towards the US flag, if visible. If the US flag is not visible, face towards the music and assume the

position of attention. Soldiers will salute on the first note of music. During reveille all vehicles in the area will stop. Military occupants will dismount their vehicle and render the proper courtesy. When required, the senior Soldier should bring the formation to attention and salute. If you are in civilian attire and hear “Reveille” you are expected to remove all headgear and place your right hand over your heart.

(2) **Retreat:** When you are outside, in uniform, not in formation and you hear “Retreat” you should face towards the US flag, if visible. If the US flag is not visible, face towards the music and assume the position of attention. Soldiers will salute when “To the Colors” is played. During retreat ceremonies all vehicles in the area will stop. Military occupants will dismount their vehicle and render the proper

courtesy. When required, the senior Soldier should bring the formation to attention and salute. If you are in civilian attire and hear “To the Colors” or the National Anthem, you are expected to remove all headgear and place your right hand over your heart.

(a) When indoors not in a formation personnel will stand at attention but will not present arms. If in civilian clothes, you will remove your headgear and stand at attention.

(b) Soldiers will stand at attention and sing the Army Song whenever it is played.

PART 4

Composite Risk Management



Composite Risk Management is the process of identifying Hazards and controlling Risk to protect the force. Its five steps represent a logical and systematic thought process from which users develop tools, techniques and procedures for applying risk management in their areas of responsibility. It is a continuous process applicable to any situation and environment.

RISK MANAGEMENT CARD

Risk management is a part of everything we do. Risk Management is the process of identifying and controlling hazards and making risk decisions to protect the force. It is applicable to any mission or environment, on or off duty.

THE FIVE STEP RISK MANAGEMENT PROCESS

1. **IDENTIFYING HAZARDS** to the force. Consider all aspects of current and future situations, environment, and known historical problem areas.
2. **ASSESS HAZARDS** to determine risk. Assess the impact of each hazard in terms of potential loss based on probability and severity.
3. **DEVELOP CONTROLS AND MAKE DECISIONS** that eliminate the hazard or reduce risk.
 - A. Reassess hazards given the controls.
 - B. Determine the proper decision authority.
4. **IMPLEMENT CONTROLS** that will eliminate the hazard or reduce its risk.
5. **SUPERVISE AND EVALUATE.** Enforce standards and controls. Evaluate the effect of controls and adjust or update as necessary.

CRM in Mission Planning

M - Mission

E - Enemy

T - Terrain & Weather

T - Troops & Equipment

T - Time Available

C - Civilian

Considerations

CRM in Non-Mission Specific Activities

A - Activity

D - Disrupters

T - Terrain & Weather

P - People & Equipment

T - Time Available

L - Legal

S.T.O.P.P.

S-Stop before you act, don't rush into a situation or mission without considering the risks against the benefits.

T-Think about what you are about to do, what is the right way to safely accomplish the task.

O-Observe the situation and surrounding environment.
What are the Risks? How can I reduce them?

P-Plan Develop your plan to reduce the risks and decide how to best implement the plan.

P-Proceed with Safety. Supervise continuously and constantly look for ways to improve.

COMPOSITE RISK MANAGEMENT WORKSHEET

For use of this form, see FM 5-19; the proponent agency is TRADOC.

1. MSN/TASK	2a. DTG BEGIN	2b. DTG END	3. DATE PREPARED (YYYYMMDD)
-------------	---------------	-------------	-----------------------------

4. PREPARED BY			
a. LAST NAME	b. RANK	c. POSITION	

5. SUBTASK	6. HAZARDS	7. INITIAL RISK LEVEL	8. CONTROLS	9. RESIDUAL RISK LEVEL	10. HOW TO IMPLEMENT	11. HOW TO SUPERVISE (WHO)	12. WAS CONTROL EFFECTIVE?

Additional space for entries in Items 5 through 11 is provided on Page 2.

13. OVERALL RISK LEVEL AFTER CONTROLS ARE IMPLEMENTED (Check one)			
<input type="checkbox"/> LOW	<input type="checkbox"/> MODERATE	<input type="checkbox"/> HIGH	<input type="checkbox"/> EXTREMELY HIGH

14. RISK DECISION AUTHORITY			
a. LAST NAME	b. RANK	c. DUTY POSITION	d. SIGNATURE

Instructions for completing DA Form 7566:

Item 1 – 4 Self explanatory

Item 5 List any subtasks relating to the mission or task in Block 1

Item 6 Hazards – Identify hazards by reviewing METT-TC factors for the mission or task. Additional factors include historical lessons learned, experience, judgment, equipment characteristics and warnings, and environmental considerations.

Item 7 Initial Risk Level– Includes historical lessons learned; intuitive analyses, experience, judgment, equipment characteristics and warnings; and environmental considerations. Determine initial

risk for each hazard by applying risk assessment matrix (see chart below). Enter the risk level for each hazard.

Item 8 Controls – Develop one or more controls for each hazard that will either eliminate the hazard or reduce the risk (probability and/or severity) of a hazardous incident. Specify who, what, where, why, when, and how for each control. Enter controls.

Item 9 Residual Risk Level – Determine the residual risk for each hazard by applying the risk assessment matrix (see chart below). Enter the residual risk level for each hazard.

Item 10 How to Implement – Decide how each control will be put into effect or communicated to the personnel who will make it happen (written or verbal

instruction; tactical, safety, garrison SOPs, rehearsals).
Enter controls.

Item 11 How to Supervise (Who) –Plan how each control will be monitored for implementation (continuous supervision, spot-checks) and reassess hazards as the situation changes. Determine if the controls worked and if they can be improved. Pass on lessons learned.

Item 12 Was Control Effective – Indicate “Yes” or No.”
Review During AAR.

Item 13 Overall Risk Level – Select the highest residual risk level and circle it. This becomes the overall mission or task risk level. The commander decides whether the controls are sufficient to accept the level of residual risk. If the risk is too great to

continue the mission or task, the commander directs development of additional controls or modifies, changes, or rejects the COA.

Item 14 Risk Decision Authority – Signed by the appropriate level of command.

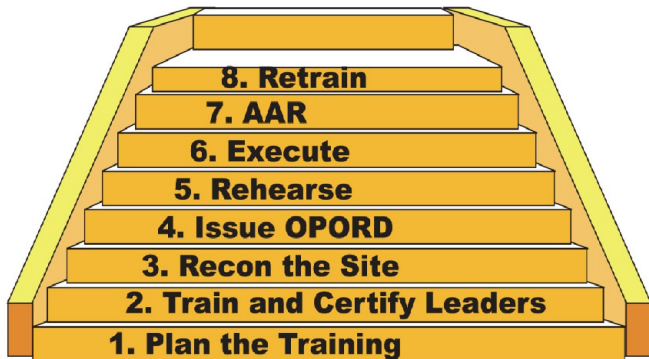
RISK ASSESSMENT MATRIX						
		Probability				
Severity		Frequent A	Likely B	Occasional C	Seldom D	Unlikely E
Catastrophic	I	E	E	H	H	M
Critical	II	E	H	H	M	L
Marginal	III	H	M	M	L	L
Negligible	IV	M	L	L	L	L
E – Extremely High		H – High		M – Moderate		L – Low

The level of risk is obtained by comparing the probability and severity of a hazardous event in the CRM matrix. Both criteria are considered after controls are put in place. There are three sub-steps in using the Risk Assessment Matrix:

1. Assess the probability of the event or occurrence.
2. Estimate the expected result or severity of an event or occurrence.
3. Determine the specified level of risk for a given probability and severity using the supplied matrix.

PART 5
Training

Eight-Step Training Model



Eight-Step Training Model. The eight-step training model is a simple, progressive checklist approach to planning training that can be applied to critical wartime training events by all types of units. Leaders must use the eight-

step training model in the planning, preparation, execution, and assessment of training.

(1) Step 1: Plan the Training. During this step, leaders assess the unit's wartime training tasks to evaluate the training level and shortfalls; develop specific, obtainable training objectives for the upcoming deployment; allocate time for the specified training; create scenarios and instructions to support the training objectives; identify required resources, including necessary training areas and possible trainers; and develop training-support plans, thereby establishing the groundwork for high-quality training.

(2) Step 2: Train and Certify Leaders. The "train-the-trainer" concept ensures that those responsible for training the unit, whether they are NCOs, or Soldiers, are qualified and knowledgeable of the training subject matter and are able to provide proper instruction and certification to the unit.

(3) Step 3: Recon the Training Site. Leaders will reconnoiter proposed training areas and facilities to ensure they can adequately support the proposed training and allow the unit to accomplish the desired training objectives. These training sites must replicate the combat environment to best support the deploying unit. During this step, leaders at all levels will check to ensure that all resources, training areas, and training-support plans are properly coordinated and prepared for execution. Modifications to the plan may occur during this step to maximize training effectiveness. Training that is not properly planned, coordinated, and supported with adequate resources wastes valuable training time and resources and should not be performed.

(4) Step 4: Issue a Complete Order for the Training Session. Leaders will ensure that subordinates have all available information to adequately perform the training mission. Through the order, the commander clearly identifies the training objectives, presents a clear mission

statement, clearly defines the training event and how it will be conducted, and properly tasks subordinate leaders and those who will support the training. Vital to this step is a clear understanding by all of exactly what the training will accomplish, how the unit will accomplish it, which resources will be needed, and who is responsible.

(5) Step 5: Rehearse. Rehearsals are critical to the execution of any plan. All those involved in the training event will conduct a rehearsal to ensure understanding, synchronization, and preparation of the plan. Leaders will supervise rehearsals to ensure that those responsible for the training are prepared to conduct efficient, organized, and effective performance-oriented training. Rehearsals are not only for tactical training, but also for deployment operations in support of the GWOT (for example, rail operations, convoy operations, port operations).

(6) Step 6: Execute the Training. Commanders will ensure that training occurs on schedule. All Soldiers deploying

with their unit will participate in training. This allows the commander minimum training distracters and leaders are able to assess the training level. This does not mean that leaders run the training; it allows the trainer to do his or her job while ensuring that the standard is met. Combat veterans are excellent resources for conducting wartime training.

(7) Step 7: Conduct an AAR. After the training, commanders will review the training objectives, assess the unit's training level in respect to the objectives, and obtain lessons learned to improve training and unit TTP. Commanders will record all input and file it for future use in other training events or unit standing operating procedures (SOPs). FM 7-1 provides guidance on how to plan, prepare, and conduct effective AARs.

(8) Step 8: Retrain as Necessary Until the Standard is Achieved. This step is often neglected because of limited time or resources or other pressing tasks. This step,

however, is usually the most critical. Training instills competency and confidence in Soldiers, units, and leaders and enables the unit to complete its mission. Commanders will honestly assess their units and ensure that their units train and retrain until the standard is met. Clear objectives, effective training, and continuous assessment are the keys to success on the battlefield in the GWOT.

INSPECTIONS:

A unit that has a well-established system of checks and inspections will consistently perform to standard. The leader must establish checks and inspections that support the unit's mission-essential task list (METL) and maintain good order and discipline. Once established, the leader must ensure that the checks and inspections are performed. Checks and inspections fall into the following categories:

1. In-ranks inspection/ In-quarters.

The leader should conduct inspections to include personal appearance, individual weapons, field equipment, displays, maintenance, and sanitary living conditions.

2. Pre-Combat Checks.

Pre-combat checks aid the leader in preparing the unit for combat. These include checks for individuals, vehicles, weapons, and equipment. While these checklists are generic, they can be easily tailored to fit a unit's specific needs. Leaders at all levels use these checklists in their planning and in preparing instructions to their subordinate leaders.

3. Pre-Combat Inspections.

Pre-combat inspections validate that the pre-combat checks have been performed. The leader must plan his time and that of his unit's to ensure that inspections are performed. Time must also be available for corrective actions should an individual or item fail the inspection. The leader cannot delegate this responsibility; he must be the inspector. This demands that he be competent in the maintenance and care of all of his unit's equipment. The standards he sets will determine the unit's ability to perform in combat.

After Action Review (AAR Format)

1. Restate the Mission or Intent
(What was supposed to happen)
 - Unit's mission
 - Training objectives
2. Establish what happened at all levels
 - Platoon
 - Squad
 - Team
3. Determine what went right or wrong
 - Set forth in a problem-solution format
4. Identify tasks to sustain or improve
 - Collective tasks

Leader tasks

 - Individual tasks

Unexploded Ordnance SPOT Report

Unexploded ordnance is not just something that is found in a combat zone. Unexploded ordnance can just as easily be found in the training areas of Fort Hood, and while this sort of occurrence does not happen all of the time, you need to know how to handle the situation, should the occasion arise.

UXO SPOT Report:

Line 1 Date/Time Group discovered

Line 2 Reporting activity (who you are) & Location
(8 digit grid)

Line 3 Conduct method: Radio Freq/call sign or telephone #

Line 4 Type of ammunition (dropped, projected, placed, or thrown)

Line 5 CBRNE Contamination

Line 6 Resources threatened

Line 7 Impact on mission

Line 8 Protective measures taken

Line 9 Recommended priority (Immediate, indirect, minor or no threat)

MEDEVAC Request Form

1. Location of Pickup site (8 digit grid)

2. Radio Frequency & call sign

3. Patients by precedence

A – Urgent B – Urgent surgical

C – Priority D – Routine

4. Special equipment required

A – None B – Hoist

C – Extraction equipment D – Ventilator

5. Number of patients by type

A – Litter B – Ambulatory

6. Combat security of Pickup zone/landing zone (PZ/LZ)

N – No enemy troops P – Possible enemy troops

E – Enemy in area X – Enemy – armed escort required

7. Method of marking PZ/LZ

A – Panels B – Pyrotechnics C – Smoke D – None

8. Patient Nationality & Status

A – US Military B – US Civilian C – Non US Military
D – Non US Civilian E – EPW

9. Terrain description (Flat, mountains, other)

9. (Wartime) CBRNE Contamination

N – Nuclear B – Biological C – Chemical

Appendices

GENERAL ORDERS

1st General Order

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

2d General Order

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

3d General Order

I will report violations of my special orders, emergencies, and anything not covered In my instructions to the commander of the relief.

CODE OF CONDUCT

I

I am an American, fighting in the forces which guard my country and our way of life. I am prepared to give my life in their defense.

II

I will never surrender of my own free will. If in command, I will never surrender the members of my command while they still have the means to resist.

III

If I am captured I will continue to resist by all means available. I will make every effort to escape and to aid others to

escape. I will accept neither parole nor special favors from the enemy.

IV

If I become a prisoner of war, I will keep faith with my fellow prisoners. I will give no information or take part in any action which might be harmful to my comrades. If I am senior, I will take command. If not, I will obey the lawful orders of those appointed over me and will back them up in every way.

V

When questioned, should I become a prisoner of war, I am required to give name, rank, service number, and date of birth. I will evade answering further questions to the utmost of my ability. I will make no oral or written statements disloyal

to my country and its allies or harmful to their cause.

VI

I will never forget that I am an American, fighting for freedom, responsible for my actions, and dedicated to the principles which made my country free. I will trust in my God and in the United States of America.

ARMY VALUES

Loyalty: Bear true faith and allegiance to the US constitution, the Army, your unit, and other Soldiers

Duty: Fulfill your obligations.

Respect: Treat people as they should be treated.

Selfless Service: Put the welfare of the Nation, the Army, and your subordinates before your own.

Honor: Live up to all the Army values.

Integrity: Do what is right, legally and morally.

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

United States Air Force Core Values



Integrity First
Service before Self
Excellence in All We Do

The Soldier's Creed

I am an American Soldier.
I am a Warrior and a member
of a team. I serve the people of the
United States and live the Army Values.

**I will always place
the mission first.
I will never accept defeat.
I will never quit.
I will never leave
a fallen comrade.**

I am disciplined, physically
and mentally tough, trained
and proficient in my warrior tasks
and drills. I always maintain my arms,
my equipment, and myself.

I am an expert,
and I am a professional.

I stand ready to deploy, engage,
And destroy the enemies of the
United States of America in close
combat. I am a guardian of freedom
and the American way of life.

I am an American Soldier.

THE AIRMAN'S CREED

I AM AN AMERICAN AIRMAN.

I AM A WARRIOR.

I HAVE ANSWERED MY NATION'S CALL.

I AM AN AMERICAN AIRMAN.

MY MISSION IS TO FLY, FIGHT, AND WIN.

I AM FAITHFUL TO A PROUD HERITAGE,
A TRADITION OF HONOR,
AND A LEGACY OF VALOR.

I AM AN AMERICAN AIRMAN,
GUARDIAN OF FREEDOM AND JUSTICE,
MY NATION'S SWORD AND SHIELD,
ITS SENTRY AND AVENGER.

I DEFEND MY COUNTRY WITH MY LIFE.

I AM AN AMERICAN AIRMAN:
WINGMAN, LEADER, WARRIOR.
I WILL NEVER LEAVE AN AIRMAN BEHIND,
I WILL NEVER FALTER,
AND I WILL NOT FAIL.



No one is more professional than I. I am a Noncommissioned Officer, a leader of Soldiers. As a Noncommissioned Officer, I realize that I am a member of a time honored corps, which is known as “The Backbone of the Army”. I am proud of the Corps of Noncommissioned Officers and will at all times conduct myself so as to bring credit upon the Corps, the Military Service and my country regardless of the situation in which I find myself. I will not use my grade or position to attain pleasure, profit, or personal safety.

Competence is my watchword. My two basic responsibilities will always be uppermost in my mind -- accomplishment of my mission and the welfare of my Soldiers. I will strive to remain tactically and technically proficient. I am aware of my role as a Noncommissioned Officer. I will fulfill my responsibilities inherent in that role. All Soldiers are entitled to outstanding leadership; I will provide that leadership. I know my Soldiers and I will always place their needs above my own. I will communicate consistently with my Soldiers and never leave them uninformed. I will be fair and impartial when recommending both rewards and punishment.

Officers of my unit will have maximum time to accomplish their duties; they will not have to accomplish mine. I will earn their respect and confidence as well as that of my Soldiers. I will be loyal to those with whom I serve; seniors, peers, and subordinates alike. I will exercise initiative by taking appropriate action in the absence of orders. I will not compromise my integrity, nor my moral courage. I will not forget, nor will I allow my comrades to forget that we are professionals, Noncommissioned Officers, leaders!

THE AIR FORCE NCO CREED

No one is more professional than I. I am a Noncommissioned Officer; a leader of people. I am proud of the Noncommissioned Officer corps and will, at all times, conduct myself so as to bring credit upon it. I will not use my grade or position to attain profit or safety.

Competence is my watchword. I will strive to remain tactically and technically proficient. I will always be aware of my role as a Noncommissioned Officer. I will fulfill my responsibilities and display professionalism at all times. I will strive to know my people and use their skills to the maximum degree possible. I will always place their needs above my own and will communicate with my supervisor and my people and never leave them uninformed.

I will exert every effort and risk any ridicule to successfully accomplish my assigned duties. I will not look at a person and see any race, creed, color, religion, sex, age, or national origin, for I will only see the person; nor will I ever show prejudice or bias. I will lead by example and will resort to disciplinary action only when necessary. I will carry out the orders of my superiors to the best of my ability and will always obey the decisions of my superiors.

I will give all officers my maximum support to ensure mission accomplishments. I will earn their respect, obey their orders, and establish a high degree of integrity with them. I will exercise initiative in the absence of orders and will make decisive and accurate decisions. I will never compromise my integrity, nor my moral courage.

I will not forget that I am a Professional, a Leader, but
above all a
Noncommissioned Officer.



Army Civilian Corps Creed

I am an Army Civilian a member of the Army Team

I am dedicated to our Army, our Soldiers and Civilians

I will always support the mission

I provide stability and continuity during war and peace

**I support and defend the Constitution of the United States
and consider it an honor to serve our Nation and our Army**

**I live the Army values of Loyalty, Duty, Respect, Selfless
Service,**

Honor, Integrity, and Personal Courage

I am an Army Civilian

THE ARMY SONG

March along, sing our song, we're the
Army of the free Count the brave, count the true,

Who have fought to victory

We're the Army and proud of our name

We're the Army and proudly proclaim

First to fight for the right,

And to build the Nation's might,

And The Army Goes Rolling Along

Proud of all we have done,

Fighting till the battle's won,

And the Army Goes Rolling Along.

Then it's Hi! Hi! Hey!

The Army's on its way.

Count off the cadence loud and strong (TWO! THREE!)

For where we go,

You will always know

That The Army Goes Rolling Along.

Valley Forge, Custer's Ranks, San Juan Hill and

Patton's Tanks

And The Army goes rolling along

Minute Men from the start always fighting from the
heart
And The Army Goes Rolling along
Then it's Hi! Hi! Hey!
The Army's on its way.
Count off the cadence loud and strong (TWO! THREE!)
For where we go,
You will always know
That The Army Goes Rolling Along.
Men in rags, men who froze
Still The Army met its foes
And The Army Goes rolling along
Faith in God that we're right
And we'll fight with all our might
And the Army goes rolling along
Then it's Hi! Hi! Hey!
The Army's on its way.
Count off the cadence loud and strong (TWO! THREE!)
For where're we go,
You will always know
That The Army Goes Rolling Along.

THE AIR FORCE SONG

Off we go into the wild blue yonder,
Climbing high into the sun;
Here they come zooming to meet our thunder,
At 'em boys, Give'er the gun! (Give'er the gun now!)
Down we dive, spouting our flame from under,
Off with one helluva roar!
We live in fame or go down in flame. Hey!
Nothing'll stop the US Air Force!

Minds of men fashioned a crate of thunder,
Sent it high into the blue;
Hands of men blasted the world asunder;
How they lived God only knew! (God only knew then!)
Souls of men dreaming of skies to conquer
Gave us wings, ever to soar!
With scouts before And bombers galore. Hey!

Nothing'll stop the US Air Force!

Here's a toast to the host

Of those who love the vastness of the sky,
To a friend we send a message of his brother men
who fly.

We drink to those who gave their all of old,
Then down we roar to score the rainbow's pot of
gold.

A toast to the host of men we boast, the US Air Force!
Zoom!

Off we go into the wild sky yonder,
Keep the wings level and true;
If you'd live to be a grey-haired wonder
Keep the nose out of the blue! (Out of the blue, boy!)

Flying men, guarding the Nation's border,
We'll be there, followed by more!
In echelon we carry on. Hey!
Nothing'll stop the U.S. Air Force!

THE PHANTOM WARRIOR SONG

We are the Three Corps, Phantom
Warriors

We're the Mobile Armored Corps!
From the Cavalry to the Infantry

We've fought in every War!

From the Mountains to the Prairies,
From Sea to Shining Sea!

From the Jungles to the Desert Sand
We will fight to keep Men free!



Caring Programs



- Families First-Quality Family time and Holistic Support Programs
- Effective Well Being and Prevention programs: Sexual Assault & Harassment, Suicide, Domestic & Workplace Violence
- Provide Survivor Outreach Services (SOS) in partnership with Tragedy Assistance Program for Survivors (TAPS)
- Fort Hood Comprehensive Soldier Fitness Training Facility-Proactively Strengthen Soldiers and Families
- Army Leader in Warriors in Transition unit (WTU) program
- Motorcycle Mentorship Programs and 24/7 Safety First Awareness
- Community Partnerships and support through Education Task Force, Adopt-A-School and Adopt-A-Unit programs
- Excellence in Schools, Youth Services and Child Care
- Improvement through Housing Community Sponsorship
- Quality Health Care Facilities and Accessible Care Programs
- Provide first rate Clubs, Gyms, Pools, Theater, Library Services, Recreation Areas, Entertainment Events
- Maintain support with Retirement Services program
- Expand Education and Employment Opportunities to Family Members

DO WHAT'S RIGHT!

The Directorate of Logistics
Transportation Motor Pool is now offering
FREE Transportation after hours to
points of interest on Fort Hood

Frequently asked Questions and Answers

Q: Who may ride the shuttle?

**A: Soldiers, Family Members, DoD
Employees, retirees, and visitors to the
installation.**

**Q: What is the cost to go from one end of
the installation to the other?**

A: There is no charge for this service.

**Q: Will the shuttle operate on Training
and Federal Holidays?**

**A: Yes, the shuttle will run daily, see
insert schedule for times of service.**

Q: Where are the stops?

**A: Stops are located in close vicinity to
Gyms, DFACS, and Chapels in the
Billet area. Look for the "Soldier
Shuttle" sign on the street close to
these facilities annotated on the map.**



FREE

**Soldier's Shuttle
Service for
Fort Hood**



FREE Soldier's Shuttle

Soldier's Shuttle Service Stop Schedule

Stop	BLDG	Location	Times*
1	25029	TMP	00 and 30
2	12005	Patriot DFAC	03 and 33
3	12018	Raider Gym	04 and 34
4	9205	Theodore DFAC	05 and 35
5	9301	Burba Gym	06 and 36
6	87010	Starker Gym	07 and 37
7	87030	Warrior Way PX	08 and 38
8	5764	Club Hood	12 and 42
9	10041	25 th Street Chapel	14 and 44
10	334	Palmer Theater	16 and 46
11	324	Skate Center	18 and 48
12	121	Rivers Bldg	20 and 50
13	2337	Apache Arts	22 and 52
14	23001	Abrams Gym	23 and 53
15	39008	Kieschnick Gym	24 and 54
16	3634	Rough Rider Vil.	30 and 00
17	49010	Bowling Alley	34 and 04
18	50012	Community Events Center/PX and Commissary	38 and 08
19	43010	1st Cav Rear D	45 and 15
20	37012	Iron Horse Chap	47 and 17
21	37017	Iron Horse Gym	48 and 18
22	31006	Harvey Gym	49 and 19
23	3202	Casey Library	50 and 20
24	24006	Grey Wolf Gym	53 and 23

Hours of Operation

Monday—Friday 1730-2200**

Saturday, Sunday and Training Holidays:
1030-2200**

* Departure times are noted as minutes past the hour
**Last Shuttle begins circuit one hour prior to end time

CHAIN OF COMMAND

COMMANDER IN CHIEF

SECRETARY OF DEFENSE

CHAIRMAN of the JOINT CHIEFS OF STAFF

SECRETARY OF THE ARMY

ARMY CHIEF OF STAFF

FORSCOM/ THEATER CDR

CORPS COMMANDER

DIVISION COMMANDER

BRIGADE COMMANDER

BATTALION COMMANDER

COMPANY/BATTERY/TROOP COMMANDER

PLATOON LEADER

SECTION/SQUAD LEADER

TEAM LEADER

NCO SUPPORT CHANNEL

SERGEANT MAJOR OF THE ARMY

FORSCOM/ THEATER CSM

CORPS CSM

DIVISION CSM

REGIMENT/ BRIGADE CSM

BATTALION/SQUADRON CSM

1SG/DETACHMENT SERGEANT

PLATOON SERGEANT

SECTION/SQUAD LEADER

TEAM LEADER

EMERGENCY CONTACT NUMBERS

Immediate Supervisor:

Name _____

Phone number(s) _____

Duty _____

Home _____

Cell _____

Charge of Quarters

Phone number(s) _____

Building number _____

1SG:

Name _____

Phone number(s) _____

Duty _____

Home _____

Cell _____

Commander:

Name _____

Phone number(s)

Duty _____

Home _____

Cell _____

Staff Duty Officer/NCO:

Phone number _____

Building number _____

Is your buddy in crisis?

If your buddy is in crisis, remember: **ACE**



Are you in crisis?

If you are in crisis, talk to your chaplain or chain of command immediately. Have the courage to seek help!

For help, call:

Military OneSource: 1-800-342-9647

National Suicide Prevention Lifeline: 1-800-273-TALK

National Suicide Prevention Hotline: 1-800-SUICIDE

If Your Buddy is in Pain
Help Your Buddy!



*You are a Warrior and a member of a team,
You will never leave a fallen comrade!*



SUICIDE AWARENESS



Local Resources **We've Got Your Back**

- 911
- Chain of Command / Unit Chaplain
- 24/7 Chaplain Crisis Line 287-CHAP
- Darnall Emergency Room 288-8113
- Staff Duty
- Military One Source
- www.militaryonesource.com
- 1-800-342-9647



SUICIDE AWARENESS

USEFUL NUMBERS

Carl R. Darnall Army Medical Center Emergency Room

*254-288-8113/8114

Urgent Care and Triage Clinic (Mon-Fri: 0730-1600)

8254-285-6881/6863

Fort Hood Comprehensive Soldier Fitness Training Facility (Mon-Fri: 0730-1600)

*254-553-2288/2287/2286

Military One Source

*1-800-342-9647

The Spiritual Fitness Center 24/7 hrs

254-553-1195

Military Family Life Consultant (Mon-Fri: 0800-1700)

254-553-4705

Inspector General

254-287-2845

REFERENCES

Army Programs:

ASAP	AR 600-85
ACS	AR 608-1
ACES	AR 621-5
AER	AR 930-4
EO	AR 600-20
Safety	AR 385-10
Sponsorship	AR 600-8-8
NCODP	AR 350-1
Awards and Decorations expired	AR 600-8-22
Camouflage, Concealment & Decoys	FM 20-3
Chemical Biological Radiological Nuclear:	
Avoidance	FM 3-11.3
Decon	FM 3-11.5
Defense	FM 3-11
Protection	FM 3-11.4
Code of Conduct	AR 350-30
Counseling	FM 6-22 Appendix B
Customs and Courtesies	AR 600-25
Desert Operations	FM 90-3

Drill and Ceremony	FM 3-21.5
Evaluation Reporting System	DA PAM 623-3
Field Sanitation	FM 4-25.12
First Aid	FM 4-25.11
Flags and Guidons	AR 840-10
Geneva Convention	DA PAM 27-1
Guard Duty	FM 22-6
Land Navigation/ Map Reading	FM 3-25.26
Leadership	FM 6-22
Leaves and Passes	AR 600-8-10
Maintenance:	
Army Policy	AR 750-1
Commander's Handbook	DA PAM 750-1
TAMMS	DA PAM 750-8
Military Justice	AR 27-10
NCO Guide	FM 7-22.7
NCOER/ Evaluations	AR 623-3
Promotions and Reductions	AR 600-8-19

Physical Security	AR 190-13
Physical Training	TC 3-22.20
Security and Intelligence	AR 380-5
Training for Full Spectrum Operations	FM 7-0
Uniform Wear and Appearance	AR 670-1
Weapons:	
M16/ M4	FM 3-22.9
M2	FM 3-22.65
M203	FM 3-22.31
M240B/ M249	FM 3-22.68
M9	FM 3-23.35
Weight Control	AR 600-9

Past III Corps Commanders

MG William M. Wright	JUN 1916 - JUL 1918
MG Robert L. Bullard	JUL 1918 - OCT 1918
MG John L. Hines	OCT 1918 - JUL 1919
MG Walter K. Wilson	DEC 1940 - JUL 1941
MG Joseph W. Stilwell	JUL 1941 - DEC 1941
MG AD Bruce	APR 1942 - APR 1943
MG John P. Lucas	APR 1942 - MAY 1943
MG Harold R. Bull	JUN 1943 - OCT 1943
MG Orlando Ward	MAY 1943 - MAR 1944
MG John Millikin	OCT 1943 - MAR 1945
BG W.R. Nicholos	MAR 1944 - JUL 1944
COL B.F. Delamater	JUL 1944 - APR 1946
MG James A. Van Fleet	MAR 1945 - FEB 1946
MG Ira T. Wyche	FEB 1946 - MAY 1946
MG John L. Leonard	JUN 1946 - JUL 1946
MG John M. Devine	JUL 1946 - OCT 1946

MG Leland S. Hobbs	OCT 1946 - AUG 1947
MG J.G. Christiansen	SEP 1947 - JUN 1949
MG Albert C. Smith	JUN 1949 - OCT 1950
MG W.B. Palmer	NOV 1950 - DEC 1950
MG William B. Kean	MAR 1951 - JUL 1952
MG Ira P. Swift	AUG 1952 - APR 1953
MG L.L. Doan	APR 1953 - JUL 1953
MG Hobart R. Gay	APR 1953 - OCT 1954
MG William S. Biddle	OCT 1953 - APR 1954
MG Thomas Harrold	OCT 1954 - JUN 1956
MG William N Gillmore	JUN 1956 - AUG 1957
MG William S. Biddle	AUG 1957 - MAR 1959
MG Earle G. Wheeler	MAR 1959 - MAR 1960
MG E.G. Farrand	APR 1960 - JUN 1961
MG W.H.S Wright	JUL 1961 - MAR 1962
BG John A. Beall	SEP 1961 - APR 1962
LTG Thomas W. Dunn	APR 1962 - OCT 1963
MG H.J. Jablonsky	NOV 1963 - JAN 1964
LTG Harvey H. Fischer	JAN 1964 - FEB 1965
LTG Ralph E. Haines	MAR 1965 - APR 1967
LTG George R. Mather	JUN 1967 - SEP 1968

LTG Beverly E. Powell	SEP 1968 - JUL 1971
LTG George P. Seneff	JUL 1971 - SEP 1973
LTG Allen M. Burdett	SEP 1973 - MAR 1975
LTG Robert M. Shoemaker	MAR 1975 - NOV 1977
LTG Marvin D. Fuller	NOV 1977 - JAN 1980
LTG Richard E. Cavazos	JAN 1980 - FEB 1982
LTG Walter F. Ulmer	FEB 1982 - JUN 1985
LTG Crosbie E. Saint	JUN 1985 - JUN 1988
LTG Richard G. Graves	JUN 1988 - JUN 1991
LTG H. G. Taylor	JUN 1991 - OCT 1993
LTG Paul E. Funk	OCT 1993 - DEC 1995
LTG Thomas A. Schwartz	DEC 1995 - AUG 1998
LTG Leon J. Laporte	AUG 1998 - AUG 2001
LTG B.B. Bell	AUG 2001 - NOV 2002
LTG Thomas F. Metz	FEB 2003 - MAY 2006
LTG Raymond T. Odierno	MAY 2006 - JUL 2008
LTG Rick Lynch	JUL 2008 - SEP 2009
LTG Robert W. Cone	SEP 2009 - APR 2011
LTG Donald M. Campbell	APR 2011 - PRESENT

Past III Corps Command

Sergeants Major

SGM Edward B. Arvin	OCT 1961 - APR 1963
SGM Andrew H. Castele	FEB 1964 - JUL 1965
CSM Joseph A. Venable	JUL 1965 - SEP 1967
CSM Robert C. Chilton	SEP 1967 - JUN 1968
CSM Willard V. Hunter	SEP 1968 - AUG 1969
CSM Robert A. Young	AUG 1969 - AUG 1971
CSM Ray Martin	SEP 1971 - APR 1973
CSM Lawrence Kennedy	APR 1973 - OCT 1973
CSM Richard L. Divine	OCT 1973 - AUG 1974
CSM Eugene W. Jones	SEP 1974 - JUN 1978
CSM Jimmie Johnson	JUL 1978 - JUN 1982
CSM Ronald J. Hammer	JUL 1982 - AUG 1985
CSM George L. Horvath	AUG 1985 - JUN 1987
CSM Robert R. Poole	JUN 1987 - FEB 1989
CSM Danny C. Cline	FEB 1989 - JUL 1991
CSM Richard B. Clayton	JUL 1991 - JAN 1994
CSM Richard L. Ross	JAN 1994 - FEB 1996

CSM Benjamin C. Palacios	FEB 1996 -	JUL 1998
CSM Dennis E. Webster	AUG 1998 -	APR 2002
CSM Michael L. Gravens	APR 2002 -	MAY 2003
CSM William J. Gainey	MAY 2003 -	SEP 2005
CSM Neil L. Ciotola	NOV 2005 -	SEP 2009
CSM Arthur L. Coleman Jr.	SEP 2009 -	Current CSM

WARRIOR ETHOS

I WILL ALWAYS PLACE THE MISSION FIRST

I WILL NEVER ACCEPT DEFEAT

I WILL NEVER QUIT

I WILL NEVER LEAVE A FALLEN COMRADE



III ARMORED CORPS
AMERICA'S HAMMER