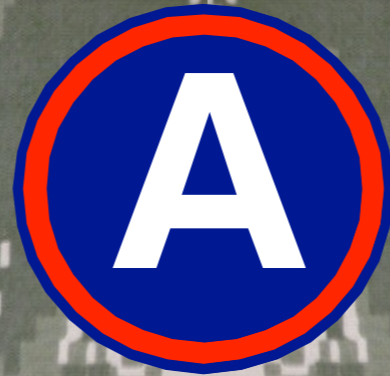


**U.S. ARMY
CENTRAL
(USARCENT)**



**Standards Book
2012**



DEPARTMENT OF THE ARMY
 Third Army / United States Army Central
 1 Gabreski Drive
 Shaw Air Force Base, South Carolina 29152

REPLY TO
 ATTENTION OF:

ACEN-CG

MAR 12 2012

MEMORANDUM FOR THIRD ARMY/ ARCENT TEAM MEMBERS

SUBJECT: Soldier's Standards Book


1. Third Army/ ARCENT is a team of teams with a long and proud history serving our Nation in times of conflict and peace. THIRD, ALWAYS FIRST! – our motto- reflects pride in the many historic accomplishments of Third Army/ARCENT. From our activation at the end of World War I as an Army of Occupation, to World War II when Third Army raced across Europe under General George S. Patton, to leading the coalition ground forces that liberated Kuwait in 1991 and Iraq in 2003, to our on-going support to U.S. Central Command (USCENTCOM) today- you are part of a proud unit with a storied history.


2. Third Army/ ARCENT is the U.S. Army's and Central Command's military land force professionals- expert in the Middle East and Central Asia. We serve USCENTCOM as the U.S. Army's only continuously deployed war-fighting headquarters. We are home-based at Shaw Air Force Base in Sumter, SC, but have Soldiers continuously deployed to our Operational Command Post (OCP) in the CENTCOM Area of Responsibility (AOR) and throughout the region.

3. Throughout our history, Third Army's success has been marked by anticipation, adaptability, high standards and teamwork. Every member of the Third Army/ ARCENT team must know, meet and enforce standards. This Soldier's Standards Book is provided to assist you. It defines what our standards are and are based on Department of the Army and Third Army/ ARCENT regulations and policies. It serves as an easily accessible reference for on-the-spot corrections and performance counseling.

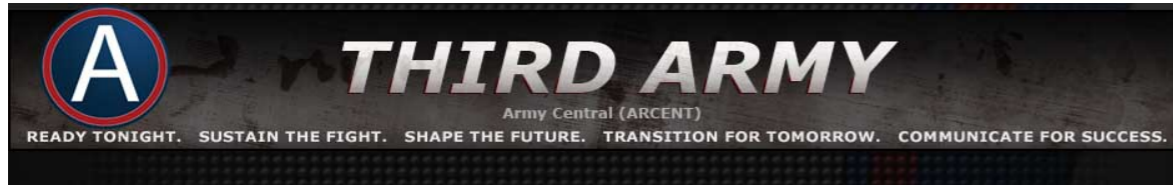
4. Every member in this command plays a key role in our operations. With anticipation, adaptability, discipline and teamwork, no mission is too large for our team of teams. Be ready to do your part on our Team of Teams. Ensure you know the standard, meet the standard, and enforce the standard so you can add your accomplishments to the Third Army/ ARCENT's long and proud history of success.

THIRD, ALWAYS FIRST!


 STEPHAN FRENNIER
 CSM, USA
 Command Sergeant Major


 VINCENT K. BROOKS
 Lieutenant General, USA
 Commanding





and Commitment

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.

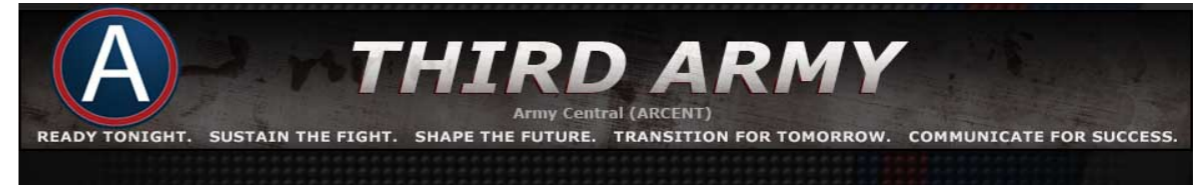
I will never leave a fallen comrade.

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!

NCO Creed

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

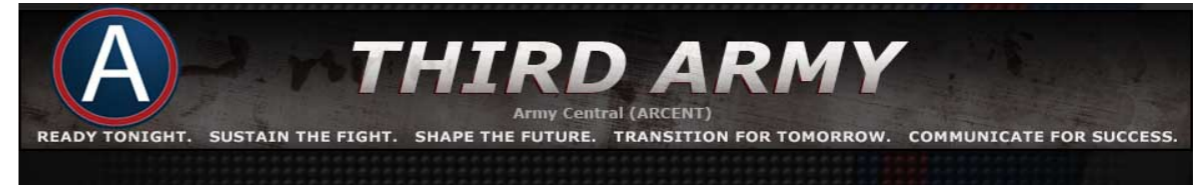


my Soldiers and I will always place their needs above my own. I will communicate consistently with my Soldiers and never leave them uninformed. I will be fair and impartial when recommending both rewards and punishment.

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!

Noncommissioned Officer Charge

I do solemnly dedicate myself to uphold the tradition, the dignity, and the high standards of the United States Army Corps of Noncommissioned Officers. I willingly accept the responsibility for the



, good or bad, of every soldier under my command or supervision. Should I observe errors or actions detrimental to the service, committed by any subordinate, I will have the moral courage to take immediate corrective actions. This I recognize as my greatest obligation as a Noncommissioned

Officer

The Commissioned Officer Oath of Office

“I, (state your name), having been appointed a (rank) in the United States (branch of service), do solemnly swear (or affirm) that I will support and defend the Constitution of the United States against all enemies, foreign and domestic; that I will bear true faith and allegiance to the same; that I take this obligation freely, without any mental reservation or purpose of evasion; and that I will well and faithfully discharge the office upon which I am about to enter. So help me God.”



The Enlistment Oath

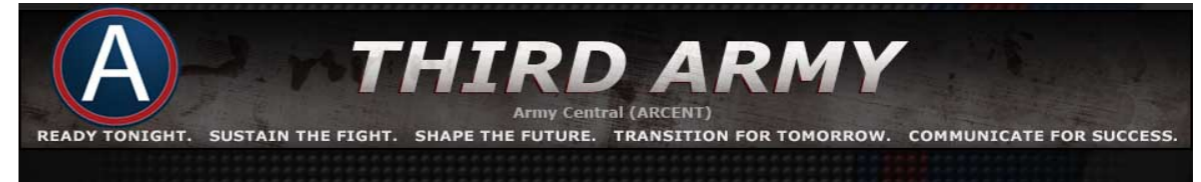
I, (state your name), do solemnly swear (or affirm) that I will support and defend the Constitution of the States against all enemies, foreign and domestic; that I will bear true faith and allegiance to the same; and that I will obey the orders of the President of the United States and the orders of the officers appointed over me, according to regulations and the Uniform Code of Military Justice. So help me God.

Sailors Creed

I am a United States Sailor.

I will support and defend the Constitution of the United States of America and I will obey the orders of those appointed over me.

I represent the fighting spirit of the Navy and those who have gone before me to defend freedom and democracy around the world.



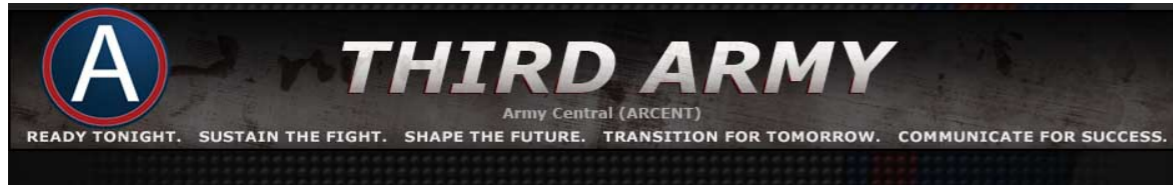
I proudly serve my country's Navy combat team with Honor, Courage and Commitment.

am committed to excellence and the fair treatment of all.

The Navy Petty Officer's Creed

I am a Petty Officer in the United States Navy, the strongest Navy in the world. I have the distinct privilege of being a leader of the finest Sailors anywhere. As such, I owe my Sailors leadership that they can depend on, trust, and follow.

I will neither fear nor shun responsibility and I am always responsible for my actions. I am always fair and impartial when dealing with my Sailors; remembering not to accept full credit for a "A Job Well Done" without proper recognition of my Sailors first.



I am loyal to my subordinates, peers, and those officers appointed over me. I cannot favor either; my integrity must be beyond reproach.

will fully support all Navy Regulations and Articles of the Uniform Code of Military Justice. I have the duty to correct and report all violations of these regulations that govern my Navy.

I instill Esprit de Corps throughout the Petty Officer grades in the Navy; bearing allegiance to each other.

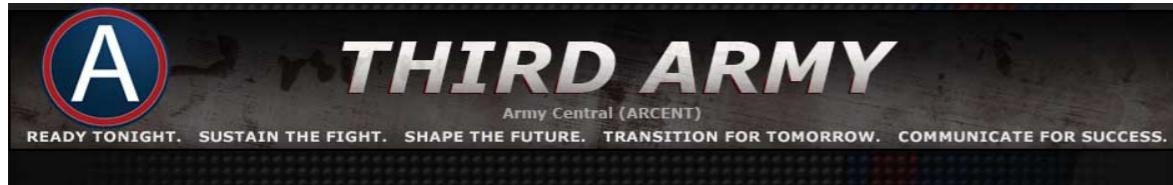
I owe all of the above not to just myself, but to the United States, to my Navy, and to the Sailors who work for me."

United States Navy Chief Petty Officer Creed

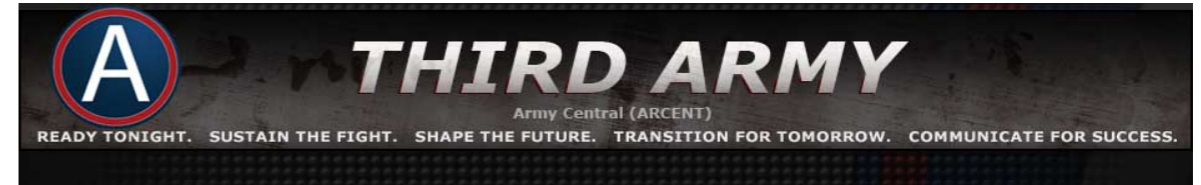
During the course of this day, you have been caused to suffer indignities, to experience humiliation. This you have accomplished with rare good grace and, therefore, I now believe it fitting to explain to you why this was done. There was no intent, and no desire, to demean you nor to insult you. Pointless as it may have seemed to you, there was a time-honored



valid reason behind every single deed, every single barb. By experience, by performance and by testing, you have been this day advanced to Chief Petty Officer. In the United States Navy and only in the States Navy does E-7 carry unique responsibilities no other armed force throughout the world carries, nor which grants privileges to its enlisted personnel comparable to the privileges and responsibilities you are now bound to observe and are expected to fulfill. Your entire way of life has now been changed. More will be expected of you; more will be demanded of you. Not because you are an E-7, but because you are now a Chief Petty Officer. You have not merely been promoted one pay grade. You have joined an exclusive fraternity and, as in all fraternities, you have a responsibility to your brothers even as they have a responsibility to you. Always bear in mind that no other armed force has rate or rank equivalent to that of the United States Navy. Granted, that all armed forces have two classes of service: enlisted and commissioned; however, the United States Navy has the distinction of having four (i.e., Enlisted, Bureau appointed CPO, Bureau appointed Warrant and Commissioned). This is why you can maintain with pride your feeling of superiority once you have attained the position of E-7 in the United States



. These privileges, these responsibilities do not appear in print. They have no official standing. They cannot be referred to by name, number nor file. They exist because for over 200 years the Chiefs before you have freely accepted responsibility beyond call of printed assignment and have, by their actions and performance, commanded the respect of their seniors as well as their juniors. It is now required that you be a fountain of wisdom, the ambassador of good will, the authority in personnel relations as well as technical application. Ask the Chief is a household phrase, both in and out of the Navy. You are now the Chief. So this, then, is why you were caused to experience these things. You were subjected to humiliation to prove to you that humility is a good, a great, a necessary attribute which cannot mar you in fact, it strengthens you and, in your future as a Chief Petty Officer, you will be caused to suffer indignities, to experience humiliation far beyond those imposed upon you today. Bear them with the dignity, and with the same good grace, which you bore these today. It is our intention to prove these facts to you. It is our intention that you will never forget this day. It is our intention to test you, to try you, and to accept you. Your performance today has assured us that you will wear your hat with



aplomb, as did your brothers in arms before you. We take a deep, sincere pleasure in clasping your hand, and accepting you as a Chief Petty Officer.

Marine Corps

NCO Creed

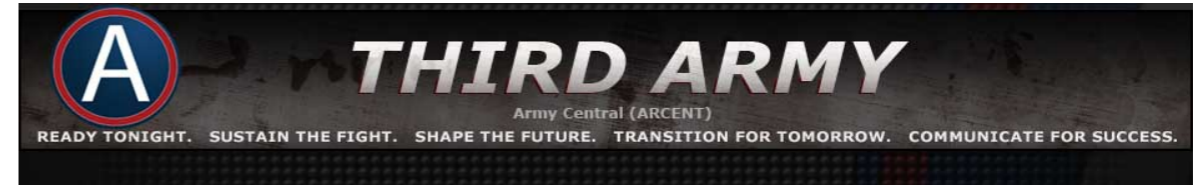
I am the backbone of the United States Marine Corps, I am a Marine Non-Commissioned Officer. I serve as part of the vital link between my commander (and all officers) and enlisted Marines. I will never forget who I am or what I represent. I will challenge myself to the limit and be ever attentive to duty. I am now, more than ever, committed to excellence in all that I do, so that I can set the proper example for other Marines. I will demand of myself all the energy, knowledge and skills I possess, so that I can instill confidence in those I teach. I will constantly strive to perfect my own skills and to become a good leader. Above all, I will be truthful in all I say or do. My integrity shall be impeccable as my appearance. I will be honest with myself, with those under my charge and with my superiors. I pledge to do my best to incorporate all the leadership traits into my character. For such is the heritage I have received from that long, illustrious line



of professionals who have worn the bloodstripe so proudly before me. I must give the very best I have for my Marines, my Corps and my Country for though today I instruct and supervise in peace, tomorrow, I may lead in war.

SNCO Creed

I am a Staff Noncommissioned Officer in the United States Marine Corps. As such, I am a member of the most unique group of professional military practitioners in the world. I am bound by duty to God, Country and my fellow Marines to execute the demands of my position to and beyond what I believe to be the limits of my capabilities. I realize I am the mainstay of Marine Corps discipline, and I carry myself with military grace, unbowed by the weight of command, unflinching in the execution of lawful orders, and unwavering in my dedication to the most complete success of my assigned mission. Both my professional and personal demeanor shall be such that I may take pride if my juniors emulate me, and knowing perfection to lie beyond the grasp of any mortal hand, I shall yet strive to attain perfection that I may ever be aware of my needs and capabilities to improve myself. I shall be fair in my personal rela



tions, just in the enforcement of discipline, true to myself and my fellow Marines, and equitable in my dealing with every man.

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

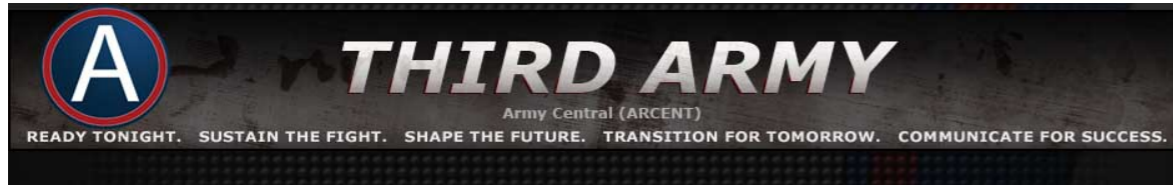


I will never falter, and I will not fail.”

Army Values

LOYALTY – Bear true faith and allegiance to the United States Constitution, the Army, your unit, and other Soldiers. Loyalty to the Nation, to the Army, to the unit, and to its individual Soldiers is essential. The oath we take requires loyalty to the nation and an obligation to support and defend the Constitution of the United States. Loyalty to the Army means supporting the military and civilian chain of command. This demands adherence to the spirit as well as the letter of the lawful order. Loyalty to the unit is an expression of the obligation between those who lead and those who are led, and those who serve alongside the Soldier. This obligation includes devotion to the welfare of one's comrades. It fosters cohesion and engenders a sincere concern for the well-being of fellow Soldiers





RESPECT – Treat people as they should be treated. Respect entails feeling and/or showing deferential regard for someone or something. It is the willingness to show consideration or appreciation. Respect is evident in the way we treat our subordinates, peers, and seniors. It applies not only to relationships, but to areas such as other cultures, religious beliefs, and ethnic heritage as well. As our appreciation and respect for others deepens, our unit and our Army become more cohesive and better equipped for mission accomplishment. We demonstrate respect when we show mutual positive regard for the significance of each other.

SELFLESS SERVICE – Put the welfare of the nation, the Army, and your subordinates before your own. Selfless Service puts the welfare of the nation and the accomplishment of the mission ahead of individual desires. All who serve the nation must resist the temptation to place self-interest ahead of the collective good. What is best for the Nation, the Army, and the unit must always come before personal interests. Selfless Service leads to teamwork and unity of effort; it is inherent in military service.

HONOR – Live up to all the Army values. Honor a code of dignity, integrity, and pride. It is personal integrity maintained without legal or other obligation. It is an inner quality that is reflected in the decisions we make, both small and large.



INTEGRITY – Do what is right, legally and morally. Integrity is the uncompromising adherence to a code of moral values, utter sincerity, and the avoidance of deception or expediency of any kind. Integrity demands a commitment to act according to the other values of the Army values. It provides the basis for the trust and confidence that must exist among those whose profession entails the measured application of violence and death.

PERSONAL COURAGE – Face fear, danger, or adversity (physical and moral). Physical and moral courage can be the difference between failure and success, whether in or out of uniform, whether in peace or war. American history is replete with examples of physical courage of brave Soldiers who accomplished what seemed impossible. They freely admitted that they were afraid, but they overcame their fears. It takes moral courage to stand up for one's belief in what is right, particularly when it is contrary to what others believe. It is courage to preserve in what we know to be right and not tolerate wrong behavior by friends, peers, subordinates, or superiors.

MILITARY CUSTOMS AND COURTESIES

AR 600-20, Army Command Policy

AR 600-25, Salutes, Honors, and Visits of Courtesy

AR 840-10, Flags, Guidons, Streamers, Tabards, and Automobile and Aircraft Plates FM 3-21.5, Drill and Ceremonies

TRADOC PAM 600-4, IET Soldier Handbook



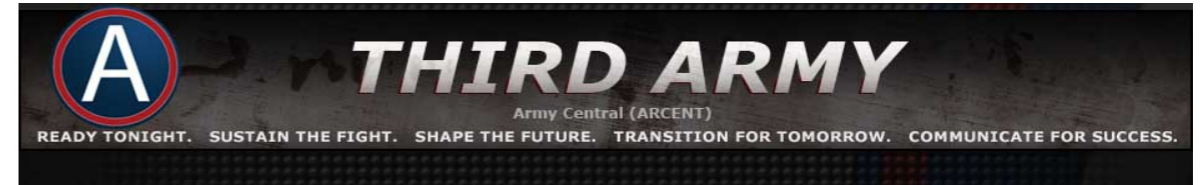


1. General: A custom is an established usage; the essence of military courtesy is mutual respect. Courtesy among members of the Armed Forces is vital to maintain military discipline. Military discipline is founded upon self-discipline, respect for properly constituted authority, and the embracing of a professional ethic with its supporting core values.

2. Salutes: The salute is a form of expressing goodwill, respect, and honor. It is the position of the hand or weapon and the attitude of the person expressing respect toward officers, flags, or country. The way you salute says a lot about you, your unit, or branch. Example: A sloppy salute might mean that you are ashamed of your unit, lack confidence, or at the very least, that you have not learned how to salute correctly.

a. Do not talk on a cell phone while rendering a salute. Remove the cell phone from your ear; hold the phone at your side as in standing (position of attention) then render the salute and greeting. Service Members will not use cell phones while walking.

b. When exchanging the salute, accompany it with the unit's motto. For example, USARCENT HQ Service Members use the phrase "Patton's Own." The reply to this phrase is "Always First." When exchanging the salute between USARCENT Service Members and Service Members from other units with different mottos, if the USARCENT Service Member is first to



render the salute use the motto "Patton's Own". If replying to another unit's motto, your response shall be "Always First."

c. Proper military courtesy will be rendered at all times, to include operations in a field environment.

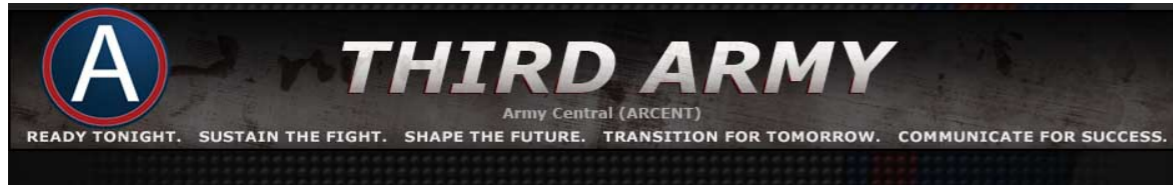
d. When you approach an officer outside (as in passing) salute when you recognize the officer, normally when the officer is within six steps. If in a group, all personnel render salutes when passing.

e. Salute all officers in official vehicles (recognized by rank or identifying vehicle plates/flags).

f. If in formation, salute only on command or when rendering reports.

g. When an officer approaches a group of Service Members, not in a formation, the first Service Member to recognize the officer calls the group to "Attention" and ALL personnel render a salute.

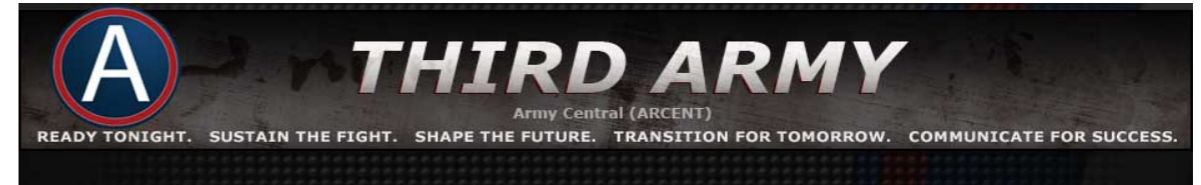
h. If as an individual, you approach an officer while double-timing, assume a quick time march (walk) and render the hand salute (except when running during physical fitness training). When the salute is returned, execute order arms and resume double-timing.



- i. If you are on detail and an officer approaches, salute if you are in charge of the detail. Otherwise, continue to work. If an officer speaks to you assume the position of attention.

3. Customs and Courtesies:

- a. When talking to an Officer, stand at attention unless given the command of “At Ease.” When dismissed or when the officer departs, come to the position of attention and if outdoors, salute.
- b. When speaking to or being addressed by a Noncommissioned Officer of senior rank, stand at parade rest until ordered otherwise.
- c. When an officer enters a room, the first Service Member to recognize the officer calls the personnel in the room to “Attention,” but does not salute; for a senior NCO use “At Ease.” A salute indoors is only rendered when reporting. If you are the only person in the room, silently come to the position of attention for an officer and parade rest for a NCO.

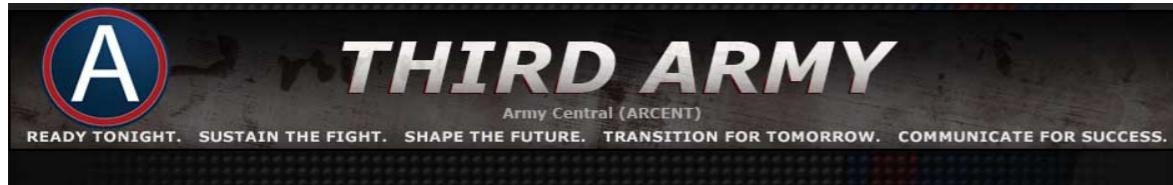


- d. When entering or exiting a vehicle, the junior is first to enter and the senior is the first to exit.

- e. When a general officer enters a dining facility, unless they direct otherwise, or unless a more senior officer is already present, the first person to see the general officer gives the command “At Ease” loud enough for all personnel in the facility to hear. All persons will remain seated and stop talking, but may continue eating until the general officer announces, “Carry On” or additional instructions are received.

4. Reveille:

- a. If in uniform and not in a formation, at the first note of reveille, face the flag (or in the direction of music if the flag is not in view) and render a hand salute. End the salute on the last note of reveille.
- b. If in civilian clothes with headdress, at the first note of the reveille, face the flag (or in the direction of the music if the flag is not in view), remove headdress and stand at attention until the last note of Reveille.



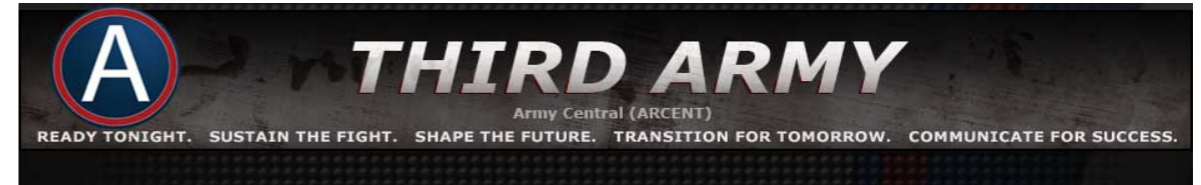
c. If in a vehicle on Shaw Air Force Base, regardless of being in uniform, pull safely to the right and stop but do not get out of the vehicle.

d. Patton Hall: When indoors and on the side facing the flags, halt during “reveille”, “retreat”, “To The Colors”, “National Anthem”, face the flag at position of attention and hold that position until the last note of the music is complete.

5. Retreat: Retreat ceremony consists of two bugle calls, the first is “Retreat” and the second is “The National Anthem” (normally on Air Force bases) or “To the Colors” (Army posts and camps).

a. If in uniform, and not in formation, at the first note of retreat, face the flag (or in the direction of the music if the flag is not in view) and stand at attention. Hold that position until the last note of “Retreat.” At the first note of “The National Anthem” or “To the Colors); when outdoors render the hand salute. Hold that position until the last note of the music.

b. If in civilian clothes with headdress, at the first note of retreat, face the flag (or the music if the flag is not in view), remove headdress and stand at attention. Remain at attention until the last note of “Retreat.” At the first note of “The National Anthem” or “To the Colors.” when outdoors, hold head



dress with the right hand over your heart. Hold that position until the last note of “The National Anthem” or “To the Colors.” Present Arms is also permitted when in civilian clothes, with or without headdress.

c. If in a vehicle on Shaw Air Force Base, regardless of being in uniform, pull safely to the right and stop but do not get out of the vehicle.

6. Place of Honor: When accompanying a senior, walk to their immediate left. The right side is considered the position of honor. Accordingly, when a junior Soldier rides or sits with a senior, the junior takes position to the left of the senior. The junior should walk in step with the senior, step back and allow the senior to be the first to enter a door, and render similar acts of courtesy and consideration throughout.

SERVICE MEMBER CONDUCT

References:

AR 600-20, Army Command Policy DOD
Joint Ethics Regulation 5500.7-R FM 6-22,
Military Leadership





1. General:

a. As members of the Armed Forces of the United States, we entered into a formal and binding agreement, which expects us to serve as ambassadors of our nation. As representatives of America we incur a responsibility to conduct ourselves as professionals at all times.

b. Standards of conduct for all Service Members and other Department of Defense (DOD) representatives should place loyalty to country, ethical principles, and law above personal gain and other interests. The performance of duties should be in keeping with the highest traditions of your respective service and/or the nation.

2. On and Off Duty Conduct:

a. All Service Members and other DOD representatives must be aware of the customs, cultural differences, and religious beliefs that influence the make-up of the values of the local communities in which they serve. At all times personal conduct on and off-post is subject to laws of the local community and the Uniform Code of Military Justice. When interacting with civilians or locals (if deployed), use common sense, sound judgment, and courtesy as expected by professionals.

b. Service Members and other personnel assigned or attached to USARCENT will set the example in morality, clean living,



physical conditioning, combat readiness, and safety. We will respect the differences of others by always taking the high ground. Conduct such as shouting insults at other units or individuals, fighting, harassing individuals, or other immature acts are counter-productive to DOD objectives and will not be tolerated.

c. Your conduct on and off duty should reflect the pride you have in yourself, your unit, and the United States. Members will always allow his/her performance to speak for itself. Quiet professionalism is the mark of a true leader. Insults, hazing, or other types of maltreatment are unnecessary, unprofessional, and intolerable.

3. Military Authority:

a. Authority is the legitimate power of leaders to direct subordinates to take action within the scope of their responsibility.

b. Command Authority. Commanders have the authority to prohibit military personnel from engaging in or participating in any other activities that the commander determines will adversely affect good order and discipline or morale within the command. Leaders have command authority when they fill positions requiring the direction and control of other members of the United States Armed Forces. That authority may be re

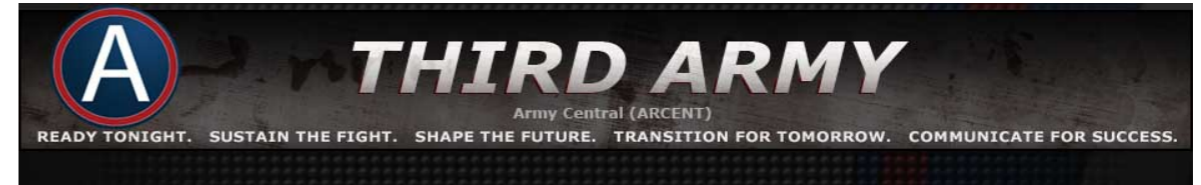


stricted to the Service Members and other personnel and facilities of their respective command.

c. General Military Authority. General military authority is the authority extended to all Service Members to take action. It originates in the oath of office or oath of enlistment, laws, rank structure, traditions, and regulations. Leaders may exercise general military authority over Service Members from different units or services. When a NCO of one unit stops a Service Member from another unit to present an on-the-spot correction, the NCO is exercising general military authority.

4. Many military customs compliment procedures required by military courtesy, while others add to the graciousness of garrison life. The breach of some customs merely brands the offender as ignorant, careless, or ill bred. Violations of other customs, however, will bring official censure or disciplinary action. The customs of our military is its common law. These are a few:

- a. Never criticize the military or leaders in public.
- b. Never go “over the heads” of seniors—do not jump the chain of command.
- c. Never offer excuses.



- d. Never “wear” a superior's rank by saying something like, “the First Sergeant/Senior Chief etc... wants this done now,” when in fact the First Sergeant/Senior Chief etc., said no such thing. Speak with your own voice.
- e. Never turn and walk away to avoid giving the hand salute.
- f. Never run indoors or pretend you do not hear reveille or retreat.
- g. Never appear in uniform while under the influence of alcohol.
- h. If you do not know the answer to a senior’s question, you will never go wrong with the response, “I don't know, but I'll find out.”

WEAR AND APPEARANCE OF THE UNIFORM

References:

Army, AR 670-1, Wear and Appearance of the Army Uniforms and Insignia

Navy, NAVPERS 15665I, U.S. Navy Uniform Regulations

Marine, MCO, P1020.34G (With Change 1-5). Marine Corps Uniform Regulation.

Air Force, AFI 36-2903, Dress and Personal Appearance of the Air Force Personnel
CENTAF reporting instructions (dated 19 Mar 07)

ALARACT Message Dtd 2022002 Apr 05, Army Combat Uniform (ACU) Ensemble

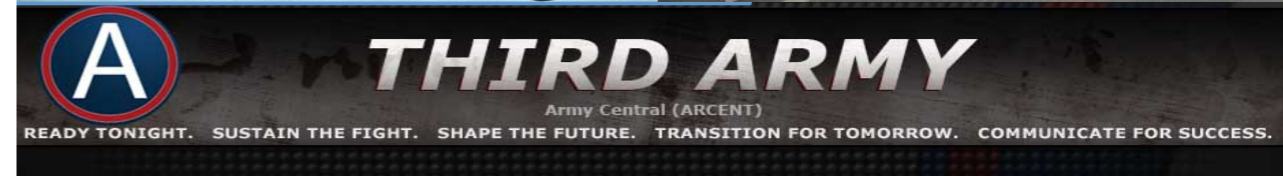
ALARACT Message 136/2006, 100 Percent Cotton Foliage T-Shirt

ALARACT Message 140/2007, AR 670-1, 3 Feb 05, Wear and Appearance of Army Uniforms and Insignia

ALARACT Message 004/2008, Wear Out Dates Uniforms and Accessories

ARCENT Command Policy, OP PROT 04, Wear of Reflective Belt/Gear, 27 January

2009 ALARACT Message 362/2011, Changes to the Wear of the Army Combat Uniform (ACU) Items





1. On Duty:

a. The US Armed Forces are uniformed services where discipline and professionalism are judged, in part, by the manner in which the individual wears the uniform. The pride displayed by American Service Members in uniform also serves as a vital ingredient to the strength and effectiveness of our Armed Forces. Therefore, a neat and well-groomed appearance by all Service Members is fundamental and contributes to building of pride and esprit de corps that is essential to an effective military force. It is the responsibility of all leaders to ensure that personnel under their control present a neat appearance when wearing a uniform from one of our services. Each individual wearing a uniform and representing one of the services of the Armed Forces must take pride in the wear and appearance of that uniform at all times.

b. Each service establishes regulations or guidelines for the proper wear of their uniform. Every Service Member and other authorized representatives should read and understand the guidelines applicable to the wear of their specific uniform. Leaders have a responsibility to be familiar with the general standards applicable to the wear of uniforms for all of the persons under their supervision. It is the responsibility of all to ensure that all personnel representing the United States present a professional appearance both on and off duty.



c. Personnel are authorized the wear of the military uniform off installations during official duties hours for the following activities: transit to and from work, stopping to buy gas, running short errands, paying bills, in transit between installations and having lunch. However, having lunch in an establishment whose primary business activity is serving alcohol is not authorized.

d. Uniform Standards: Policy establishes standards for uniform wear, appearance, and conduct for personnel assigned, attached, TACON, OPCON, ADCON, or TDY to USARCENT.

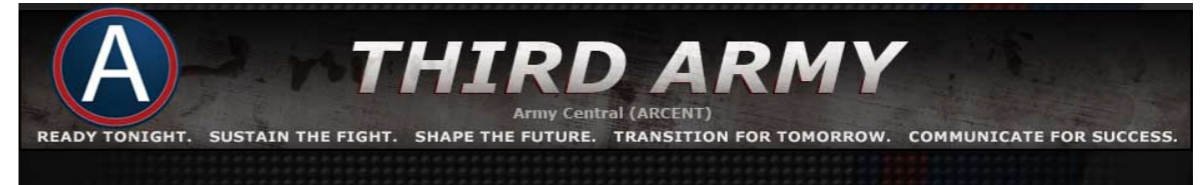
(1) Army Service Uniform (ASU): The ASU consists of the ASU Coat, ASU Trousers, low waist with belt loops (Male Soldiers), ASU Slacks with low waist (Female Soldiers) and the ASU Skirt (Female Soldiers). All ASU accessory items that are authorized to wear are identified in ALARACT Message 202/2008. The mandatory possession date for the new ASU Items is 4th Quarter, FY 2014. The beret is the primary headgear worn with the ASU by all Soldiers unless the commander directs wear of the Service Cap (for CPLs and above).

(2) ACU Patrol Cap and ACU Sun (Boonie) hat: The ACU Patrol Cap is the primary headgear for all Soldiers as the duty uniform headgear. The ACU Patrol Cap and ACU Sun



(Boonie) hat are worn, when the Kevlar or ACH is not appropriate. This may include work details, in the field, or as determined by the commander. If headgear is placed in the pocket, it will not protrude or present a bulky appearance. Do not block or “Ranger Roll” your ACU cap on the top or the sides. When wearing the boonie hat chinstraps can be worn under the chin, around the back of the head and neck, or tucked inside the boonie hat. Nametags are required on the ACU patrol cap. The senior commander officiating retains the authority to prescribe the beret for special events such as parades or changes of command/responsibility. The black beret will be retained and worn with the dress uniforms. Service Members will carry their headgear, when it is not worn, in their hands while wearing service, dress, and mess uniforms. The beret will not be attached to the uniform or hung from the belt. It will never be worn with an incomplete uniform, with face camouflage or while in the field.

(3) ACU and FR-ACU: Soldiers may sew on the U. S. Army tape, name tape, and rank insignia as an option at their own expense, on both the ACU and the FR-ACU, but not authorized to be sewn on Multi-Cams. FR-ACU’s are authorized for wear in garrison provided that they are in serviceable condition.

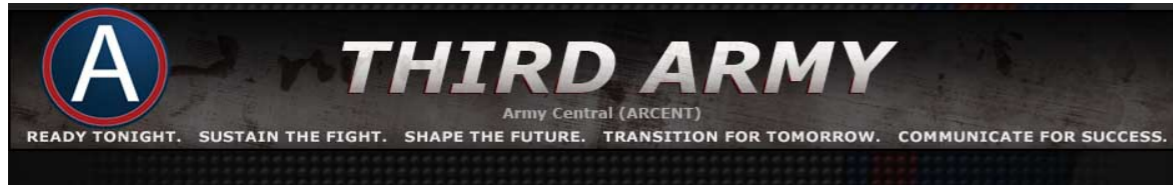


(4) Boots: Service Members are required to own two authorized pair of tan desert boots, and maintain them in serviceable conditions. When worn, boots will be diagonally laced with tan lace (no 550/parachute cord); excess lace can be neatly wrapped and tucked into the top of the boot. Boots that contain Zippers/Velcro are not authorized.

(5) Belt: The Rigger Belt in tan is the only authorized belt for wear with the ACU utility uniform.

(6) T-shirts: Desert tan cotton and desert tan moisture-wicking t-shirts are the only authorized t-shirts worn with the ACU uniforms. Never wear t-shirts as an outer garment. The foliage green t-shirt is a standard 100 percent cotton green t-shirt and is authorized for wear by those in jobs that have an associated flame risk or hazard as outlined in CTA 50-900, table 4. The foliage green t-shirt is required to support those individuals in armor and aviation fields that cannot wear the sand moisture-wicking t-shirt, to include fuel handlers and others who handle hazardous materials This immediately allows leaders at all levels the ability to visually ensure the correct wearing of the garment during required times.

(7) Army Combat Shirt (ACS): The Army Combat Shirt (ACS) is a high performance, flame-resistant shirt designed to be worn with the fire-retardant Army Combat Uniform (FR-ACU) or the Army Aviation Combat Uniform (A2CU). The



shirt is designed to be a base layer and can be worn directly under the Interceptor Body Armor. Units deployed to the USARCENT AOR may authorize their Soldiers to substitute wear of the FR-ACU shirt and the A2CU shirt and its associated undershirt when conducting combat operations in extreme climatic conditions. Upon the completion of combat operations, the FR-ACU shirt or the A2CU shirt will be worn over the ACS or the ACS will be removed and the ACU, A2CU or FR-ACU shirt will be worn with issued undershirt. General guidelines for wear are as follows:

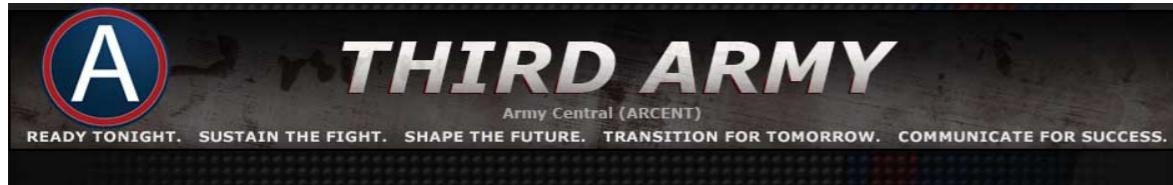
- (a) When worn, the ACS will be tucked in at all times.
- (b) The nameplate (digital ACU pattern), rank and IR Flag will be worn centered on the right Velcro sleeve.
- (c) The unit patch and authorized special skill tabs will be worn centered on the left Velcro sleeve.
- (d) The cuff tabs will be Velcro fastened at all times.
- (e) The infrared identification tab will be uncovered during all combat operations.
- (f) The ACS will not be worn as a daily clothing item in any garrison environment. Commanders may authorize wear for tactical and operational support missions and training events (i.e. convoys or training exercises or events requiring the IBA).



When this criterion is met, Soldiers may wear the ACS for short durations while transitioning between events (i.e. stopping by the dining facility or PX for a specific purpose of short duration). Personal purchase of the ACS for wear in the AOR is prohibited; Soldiers will only wear the ACS issued through the unit supply system or RFI.

(8) U.S. Flag Cloth Replica: The full-color U.S. Flag cloth replica or the infrared subdued flag is the only authorized flag worn on U.S. Army uniforms. The flag will be on the right sleeve with the field of stars forward. The full-color U.S. Flag cloth replica will not be worn in support of a named campaign; the approved subdued flag will be worn. When participating in the theater cooperation events, in countries and locales not in direct support of named campaigns the full color U.S. Flag cloth replica will be worn. No other flags may be worn. The cloth subdued American flag is not authorized for wear on any uniform.

(9) Gloves: Any military issued gloves or commercial gloves (black, ACU, OD Green, desert tan) without logos are authorized for wear during inclement weather, field training and tactical operations. Gloves must be serviceable and of a quality, that prevents cold weather and field injuries. Fingerless gloves are not authorized for wear.



(10) Nametapes/Insignia of Grade: The insignia you must wear on your ACUs include the U.S. Army tape, nametape, rank, organization patch, and American flag patch. Soldiers may wear the SSI-FWTS, IAW Appendix F, AR 670-1. Officers will not wear branch insignia on the ACUs, with the exception of Chaplains. The insignia must be clear and distinctive. If un-serviceable, they must be replaced. Nametapes and subdued insignia of grade will always be worn in garrison and in the field on all utility uniform shirts, cold weather coats, and all types of headgear, except helmets with NVG mounts and berets for enlisted Service Members. Host Nation language nametapes will be worn when deemed by commanders to be useful in US- Host Nation activities as a temporary exception.

(11) Special Skill and Identification Badges: Soldiers may sew on all authorized Special Skill and Identification Badges (i.e. Airborne, Air Assault, etc.) at their own expense on the ACU only. However; pin on badges remain authorized for usage on ACUs in CONUS however, pin-on badges will not be worn on ACUs in the AOR or in a field environment. Skill and Identification Badges must be sew-on or pinned on; Soldiers are not authorized to mix sew-on with pin-on badges.

(12) Brassards: The only authorized brassards to be worn in the AOR are Military Police (MP), Explosive Ordnance Disposal (EOD), Chemical, Biological, Radiological and Nuclear



(CBRN), Criminal Investigation Division (CID) and Directorate of Evaluation Standardization (DES).

(13) Kevlar/ACH: The Kevlar/ACH consists of the camouflage cover, NVG mount (if issued), and a chinstrap. When worn, the chinstrap will always be fastened on the chin. Embroidered insignia is not required unless it is issued and attached without cost to the Soldier.

(14) Physical Fitness Uniform:

(a) All personnel will wear their service specific PT uniform when conducting physical training between 0500 - 0800 hours on regularly scheduled physical fitness training days at Shaw Air Force Base and installations in Kuwait. This includes unit and individual PT conducted outdoors and indoors, including fitness facilities. The members of all services, according to their uniform standard regulations, must adhere to the physical fitness uniform standards.

(b) No part of the Improved Physical Fitness Uniform (IPFU) may be worn outside of military bases within the CENTCOM AOR at any time. Any footwear of a specific model to have five individual slots for each toe also known as “Five Finger toe running shoes” are prohibited while wearing the IPFU. The IPFU is authorized for wear on and off duty, on and off the installation (in the United States), when authorized by installa



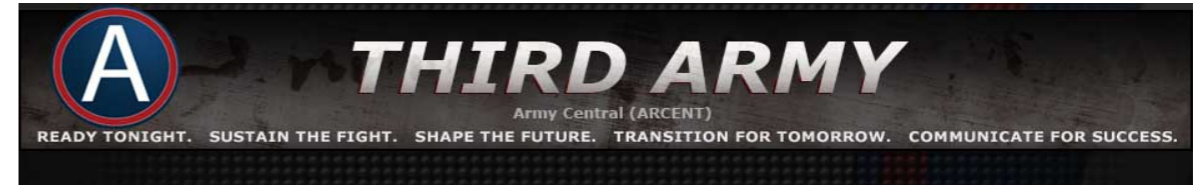
tion policy. Individuals may wear all or part of the IPFU with civilian attire on or off an installation in the United States, when authorized by the commander. This uniform may be worn in transit between the individual's quarters and duty station. When worn in any post facility, it must be clean and dry. The following additional information provides guidance and authorization for wear of the IPFU:

(c) Physical Fitness Shirts will be worn tucked inside the trunks, on and off post. Pregnant Soldiers can wear the IPFU shirt outside the trunks.

(d) Unit distinctive t-shirts are authorized for wear by commanders at battalion/squadron or higher; Service Members are not required to purchase unit t-shirts. Unit t-shirts are not authorized for wear with the ACU.

(e) Black or gray spandex is permitted for wear with the IPFU shorts. Spandex must end above the knee.

(f) During non unit PT hours, civilian PT items may be worn. Appropriate PT uniform will be long or short trousers with T-shirt or sweatshirts. Sleeveless garments, garments that expose the mid section of the body, or spandex items will not be worn as an outer garment. Individuals are responsible for ensuring they are representing the values of the service in the clothing worn.



(15) Reflective belts: Reflective belts are required to be worn at all times, regardless of uniform, during hours of darkness. When in uniform, the belt will be worn either around the waist or diagonally over the right shoulder, depending on installation SOPs. This includes the requirement to wear the reflective belt as part of the IPFU. When in civilian attire, the belt must be visible.

(16) Identification (ID) Tags: Service Members must wear ID tags at all times when in a field environment, while traveling in aircraft, and when outside the continental United States. ID tags will be worn around the neck, except when safety considerations apply.

(17) GORTEX: The GORTEX (ACU) with rank and nametape sewn on is authorized for wear with the ACUs. Woodland GORTEX is not authorized.

(18) Brown Neck Gaiter: The neck gaiter is authorized for wear outdoors as part of the field uniform. It may be worn as a neck warmer, balaclava, or ear band in cold, windy, or dusty environments. The neck gaiter is not authorized for wear indoors.

(19) Jacket (Fleece): The Army black and Gen II foliage (green) fleece jacket is authorized to be worn with the ACU as an outer garment. The green fleece jacket is authorized to

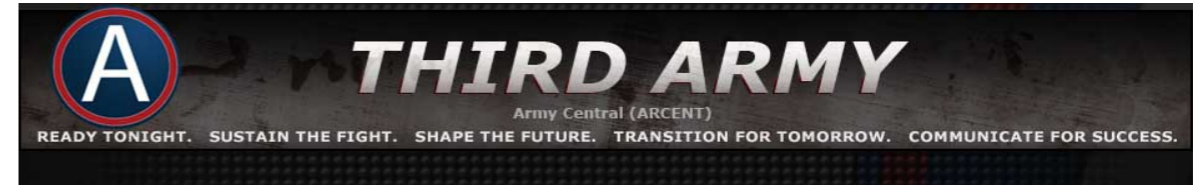


have name, rank, and component on the respective velcro areas on the jacket. Both jackets must be worn zipped up. The fleece jackets are authorized for wear with civilian clothing provided there are no military markings on the jacket. The jacket is not authorized for wear with the IPFU. No items will be sewn on the black fleece.

(20) Extended Cold Weather Clothing System (ECWCS) will be worn IAW TM 10-8415-236-10.

(21) Foliage Green Cap: The foliage green cap is the only cap authorized for wear with IPFU. During winter months the cap may be worn as headgear with ACUs when temperature requires it. The cap will not be worn when temperatures are above 45°F/7°C.

(22) Jewelry: The only jewelry authorized for wear while in uniform is a wrist watch, wrist identification bracelet, not more than two (2) rings (a wedding set is considered one) and one religious medallion. When on a military installation or other places under military control, Service Members may not attach, affix, or display objects, articles, jewelry, or ornamentation to or through the skin while they are in uniform, in civilian clothes on duty, or in civilian clothes off duty, (this includes earrings for males). The only exception is for females to wear a set of small earrings with the Class A or B uniforms but not the Class C (utility, field, hospital duty, and food service)



uniform. Females while on duty are authorized to wear only one earring per ear on the ear lobe (must be a matched pair) and no earrings are authorized with any form of class C uniform, including physical fitness and field. (The term “skin” is not confined to external skin, but includes the tongue, lips, inside the mouth, and other surfaces of the body not readily visible). Identification bracelets are limited to medical alert bracelets and MIA/POW identification bracelets. Soldiers may wear only one item on each wrist. ID tags and chain are not considered jewelry.

(23) Religious medallions and symbols will be worn inside the base layer of uniforms.

(24) Handbags: Female Service Members are authorized to carry approved handbags while in garrison (including camps/bases in the CENTCOM AOR) only.

(25) Fad Devices: Fad devices, vogue medallions, wristbands, personal talismans, or amulets are not authorized for wear when in uniform and on duty.

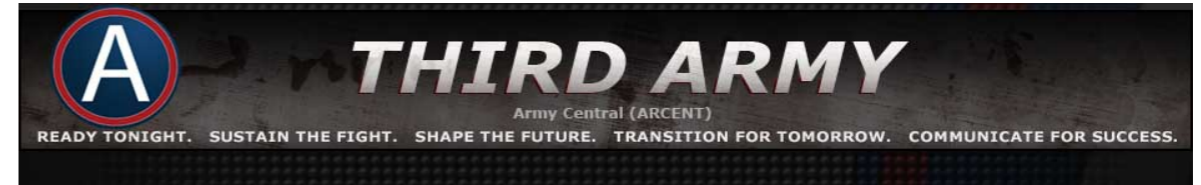
(26) Tattoos: Tattoos or brands anywhere on the head or face is prohibited except for permanent make-up. Tattoos on other areas of the body that are extremist or prejudicial to good order and discipline, racist, sexist, vulgar, or profane are prohibited.



(27) Eyeglasses and Sunglasses: When in a uniform, eyeglasses and sunglasses will be conservative and will not detract from the overall military appearance. No eccentric or faddish

styles of eyeglasses and sunglasses are authorized. Eyeglasses and sunglasses that have ear buds or speakers and/ or lenses or frames with initials, designs, or other adornments are not authorized for wear. Service Members are authorized to wear military issued glasses. Personnel in uniform may not wear reflective mirror lenses or those with extreme or trendy colors, which include, but are not limited to, red, yellow, blue, purple, bright green and orange. Instead, lens colors must be traditional gray, brown, or dark. In garrison, personnel in uniform will not hang eyeglasses or eyeglass cases on the uniform or around the neck and will not place eyeglasses or sunglasses on the head or brow outside of their immediate work area. In a field environment, appropriate ballistic eyewear may be hung around the neck with an appropriate eyewear restraint. In accordance with service regulations, contact lenses are prohibited for wear in the field by U.S. military personnel.

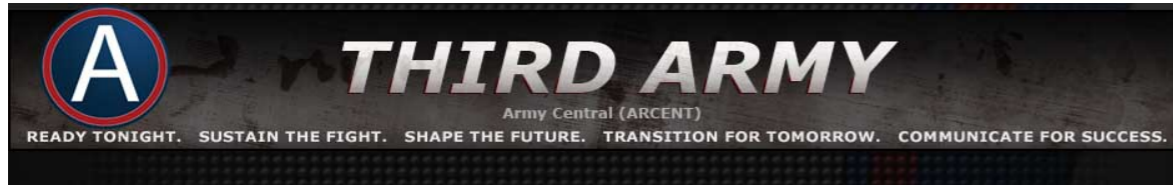
(28) Tactical vehicle headgear: All Service Members driving or riding in tactical vehicles will wear their Kevlar/ACH with chinstrap fastened at all times.



(29) Personal hydration systems: Personal hydration systems (i.e. camelbacks-black, OD, desert tan, digital, or camouflage) are authorized for use during field training, foot marches, and tactical operations. The blue drinking tube must have a black or camouflage sleeve over it. The chain of command may specify other times for wear. The chain of command will determine “how worn” IAW the task or mission.

(30) Backpacks or Shoulder Bags: Commercial rucksacks, gym bags or like articles may be carried by hand, on one shoulder using a shoulder strap, or over both shoulders using both shoulder straps, while in uniform. If the Service Member opts to carry a bag over one shoulder, the bag must be carried on the same side of the body as the shoulder strap; therefore, it may not be carried slung across the body. The contents of the bag may not be visible; therefore, see-through plastic or mesh bags are not authorized. Backpacks may also be worn when riding a bicycle or motorcycle. Backpacks and shoulder bags worn over the shoulder must be subdued (black, OD green desert tan, digital, or camouflage) without logos. When wearing the backpack at night, the reflective belt must be visible on both sides of the body.

(31) Cosmetics: Female Service Members are authorized to wear cosmetics only when applied conservatively and in good



taste. Exaggerated or faddish cosmetics styles are inappropriate with the uniform and will not be worn. Lipstick and nail polish may be worn with all uniforms as long as the color is conservative and compliments the uniform. Extreme shades of lipstick and nail polish such as purple, gold, blue, white, and fluorescent colors will not be worn.

(32) Cellular Phones: While in uniform, Service Members may attach electronic devices to belts, belt loops or waistbands. Only one electronic device may be worn. Colored devices must be maintained or stored in a black carrying case. Cellular phones will not be used while walking in uniform. Wear of wireless bluetooth devices and non-wireless ear pieces are prohibited while wearing Army uniforms, except while operating a commercial or military vehicle (to include a motorcycle or bicycle).

(33) Earphones/Headphones: Service Members may wear earphones/headphones attached to electronic devices while conducting individual physical training indoors. Earphones/headphones will not be worn while conducting outdoor physical training unless on a closed track.

(34) Uniform Appearance: At no time will Service Members un-blouse their boots or cuff their ACU shirt sleeves except when conducting waterborne operations or as a control implemented as a result of an approved risk assessment, as ap



proved by the commander. All ACU shirt sleeves are to be attached to the velcro at the cuff; sleeves should not have a “bell-bottom” appearance.

(35) Tobacco Products: Smoking or using tobacco products is only authorized in designated areas. Smoking by military or civilian personnel is not permitted within 50 feet of any entrance to any building occupied by U.S. Forces or while operating military or U.S. Government owned or leased motor vehicles or equipment (forklifts, generators, etc). Military personnel are also prohibited from smoking, while walking in uniform.

(36) MultiCams: The multicam is only authorized when deployed to Afghanistan or preparing to deploy, or immediately after return (pending receipt of stored property; ie. ACUs). multicams are not authorized for permanent wear at Shaw or Kuwait.

2. Off-Post:

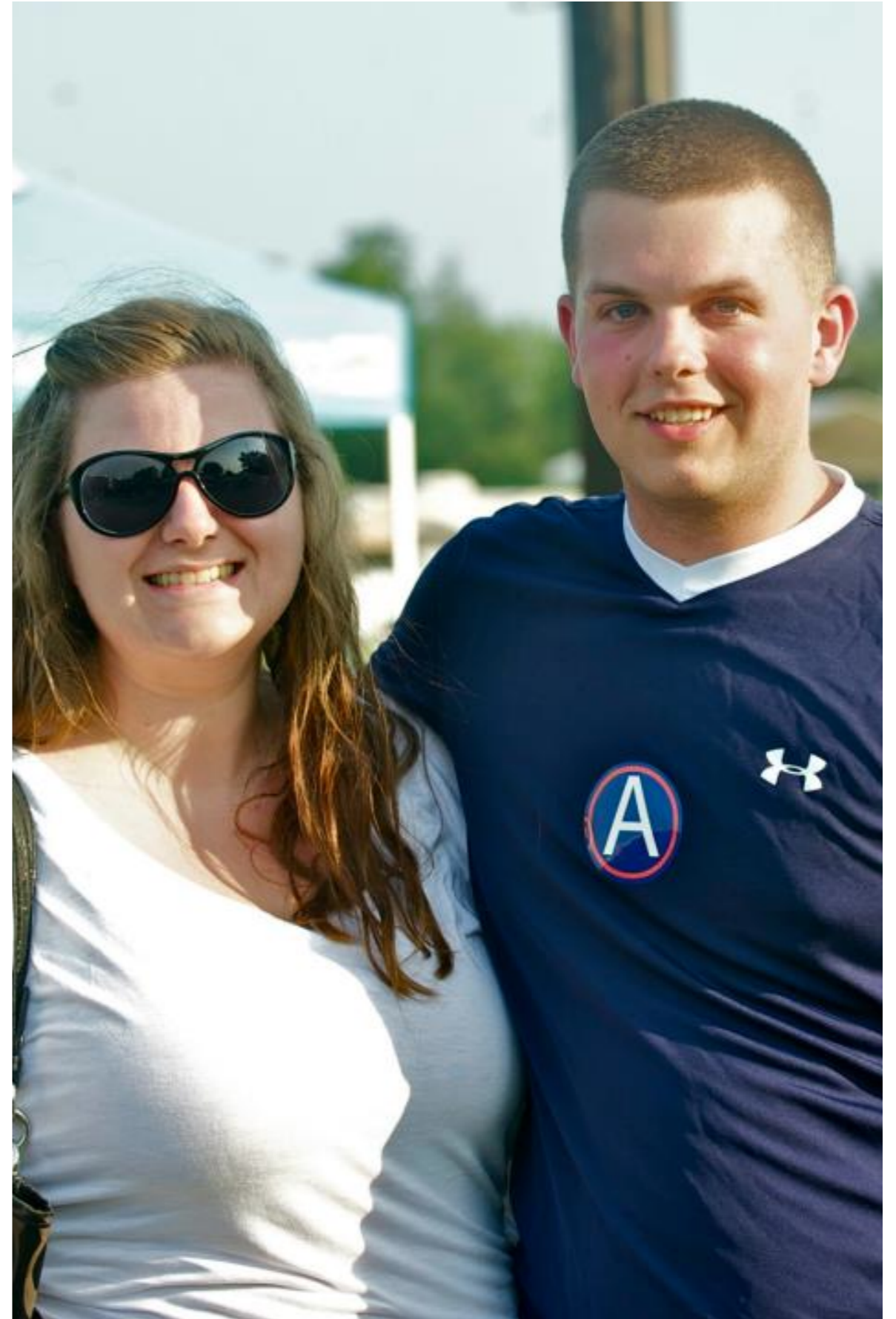
a. The Army Combat Uniform (ACU) is authorized to be worn off post (in the United States). The ACU is not to be worn off post in any establishment that primarily sells alcohol or the primary intent is to consume alcohol. When in doubt, adhere to all local installation policies.

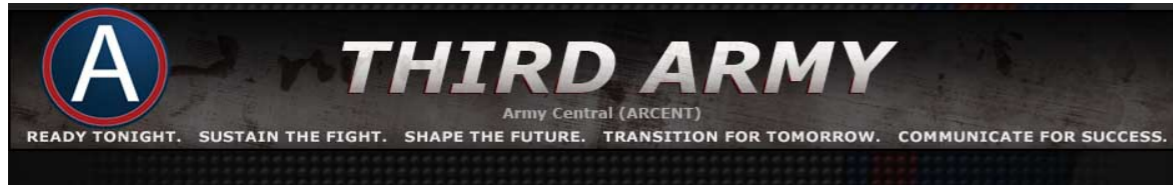


b. In the United States, items of military uniform will not be mixed with civilian attire, unless authorized by AR 670-1. Military uniforms, to include the IPFU, will not be mixed with civilian clothes in Kuwait and Qatar.

3. Service Members assigned or attached to USARCENT may be subject to additional uniform policies when visiting or performing duties at other installations or camps throughout the AOR or CONUS.

WEAR OF CIVILLIAN ATTIRE





1. General: The professional atmosphere and high standards of appearance during the duty day should carry over into the selection of civilian attire. While off-duty, Service Members and civilians may dress casually and comfortably; however, there are legal, moral, safety, and sanitary criteria that require a dress code for all military installations. Current styles and fashions that are conservative and in good taste are authorized. Wear of appropriate attire avoids public embarrassment and promotes a sense of consideration for others.

a. Clothing should be clean, well-maintained and properly fitted.

b. Clothing should be worn to present a neat, orderly appearance (e.g., buttoned, belted or zipped, or fastened).

2. The minimum standard of casual civilian dress for normal activities and business in public areas on military installations is as follows:

a. Upper body. For men, a complete coverage short sleeve type shirt with or without pocket and designed to be worn as an outer garment. For women, a blouse or top that provides conservative coverage.

b. Lower Body. For men or women, shorts of conservative length suitable for casual wear as opposed to strictly athletic activity such as jogging, biking, and swimming.



c. Footwear. Athletic or walking shoes or sandals with or without socks. Male and females are authorized to wear thong type footwear (except for shower shoes that are specifically designed for showering).

d. Headgear. Headgear, when worn, will be worn appropriately. Headgear designed to be worn in cold weather will not be worn in temperatures above 45°F/7°C (e.g. stocking caps, knit caps, foliage green cap). The wearing of clothing articles not specifically designed to be normally worn as headgear (e.g. bandannas, doo rags) is prohibited.

3. The following articles of civilian clothing and/or appearance are inappropriate for wear on military installations:

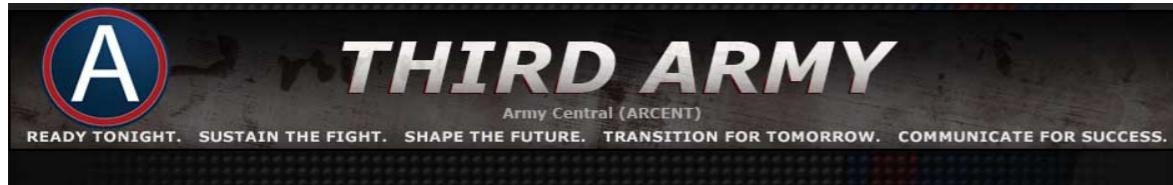
a. Clothing which fits excessively brief or tight.

b. b. Clothing which fits excessively baggy or loose.

c. Clothing which is torn, ragged, or dirty.

d. Clothing that is designed primarily to be worn as nightwear/sleepwear.

e. Undergarments will not be worn as outerwear (i.e. boxer shorts are not to be worn as shorts). This does not include T-shirts with professional prints. The brown or tan cotton, and



tan moisture-wicking t-shirts will not be worn as an outer garment.

f. Sleeveless garments, garments that expose the mid section of the body, half-shirts, or abbreviated shirts will not be worn by males or females as an outer garment.

g. Clothing with obscene, slanderous, or vulgar words or drawings, or clothing which makes disparaging comments concerning the military/United States Government or its allies is prohibited.

h. Articles of apparel, which include, but not limited to, t-shirts or hats which depict drugs, drug paraphernalia, or which advocate the use of drugs is prohibited.

i. Bare feet in any facility is prohibited, except where no footwear is appropriate, such as swimming pools. Sandals or shoes without stockings are authorized. Flip-flops or shower shoes will not be worn in place of sandals.

j. Slippers or footwear designed primarily for nightwear/sleepwear are not permitted.

k. Attire that is immodest or likely to offend patrons in any facility to include gymnasiums will not be worn. Immodest and offensive attire is deemed that which is offensive to modesty, decency, or propriety. Examples are Service Members without



shirts in public places other than recreational areas where such attire is appropriate; Service Members wearing transparent or semi-transparent garments; or the wearing of uncovered spandex type bottoms and tops.

1. Swimwear is not appropriate or authorized to be worn beyond the confines of the swimming pool or your immediate quarters. Female Service Members **MUST** wear one-piece swimsuits and male Service Members will **NOT** wear bikini-type briefs or spandex bottoms. Thong swimwear or attire with a thong like appearance is prohibited. Swimwear is to be worn as designed. “Short-shorts” and “halter-tops” that are worn for sun bathing are not appropriate for wear at post facilities.

5. Civilian attire off military installations in the AOR must be conservative in nature and adhere as closely as possible to the local custom. Military personnel traveling between military installations in Kuwait and Qatar will wear their uniform (tops will be removed when traveling in the vehicle). Military personnel conducting business off the military installation will wear civilian clothes. All standards in paragraphs 1 thru 4 apply with the following additional guidance:

a. Upper body.



(1) T-shirts designed as outerwear are acceptable, but they may not have writing or graphics on them, regardless of type (examples include concert t-shirts, pro and college team jerseys, sports logo t-shirts, shirts with designer names written across the front or back in large print. Pocket logos (e.g. Polo, Izod, Chaps) are acceptable as long as they are designed for casual or dress wear.

(2) For men, a complete coverage short sleeve type shirt with or without pocket and designed to be worn as an outer garment.

(3) For women, a long-sleeve blouse or top that provides conservative coverage to include the full arm, shoulders, trunk and the area below the neck.

b. Lower body:

(1) Long pants that leave no part of the leg exposed. All trousers will be worn around the waist, not the hips or buttocks, and underwear will not be exposed between the trousers and the shirt.

(2) No shorts, gauchos, or Capri pants.

(3) Dresses and skirts will be at least knee length.



c. Male personnel will not wear earrings or display any other form of body piercing/skin art (tattoos) in any public place, on or off duty, while in the AOR.

6. Military uniforms, to include the IPFU, will not be mixed with civilian clothes in Kuwait and Qatar.

7. Reflective belts: On military installations in Kuwait and Qatar, reflective belts are required to be worn at all times during hours of darkness, to include when in civilian attire. The belt must be visible at or above the waist. When carrying a backpack during hours of darkness the reflective belt must be worn so as to be visible from both the front and back.

8. Commanders are authorized to suspend the wear of civilian clothing for individuals who fail to wear civilian clothing as outlined.

SAFETY / FORCE PROTECTION

References:

AR 385-10, The Army Safety Program

FM 5-19, Composite Risk Management

DA PAM 385-1, Small Unit Safety

Officer/NCO Guide ARCENT Safety Program and Policy

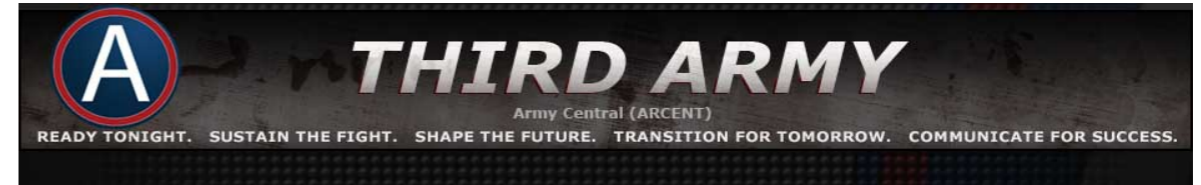




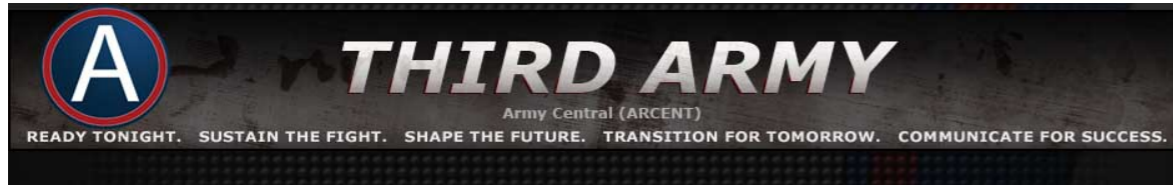
1. General:

- a. The policy of USARCENT is to direct every effort toward prevention of motor vehicle accidents, aircraft accidents, fires, explosives, off-duty recreational accidents, and other accidents resulting from equipment or human error.
- b. Accident prevention is the responsibility of each member of the command on and off duty. Each individual must comply with rules, regulations, and SOPs, correct or report unsafe conditions, report all accidents, use protective devices, and as appropriate, warn others of known hazards or their failure to observe safety regulations.
- c. Civilian personnel within the ARCENT AOR will adhere to all safety policies established by the installation and/or camps. Examples of such safety policies are headphone usage, reflective belts, seat belts, etc.
- d. To ensure maximum safety, each person should receive specific instructions in the application of safety practices relative to their assigned duties and the environment in which they spend their off duty hours. Specific areas of concern for members of USARCENT are as follows:

(1) Vehicle Safety:



- (a) The leading cause of deaths or serious injuries involves a POV, NTV, or military vehicles. It is essential that we take an active role in preventing this needless loss of our most precious resource.
- (b) All personnel operating or riding as a passenger in a motor vehicle will wear safety belts when sitting in seats in which safety belts have been installed by the vehicle manufacturer, whether on or off a DOD installation, on or off duty. Individuals will not ride in seats from which manufacturer-installed occupant restraints have been removed or rendered inoperative. The vehicle operator is responsible for informing passengers of the safety belt requirement. The senior occupant is responsible for ensuring enforcement. With respect to civilian employees, when it is not clear who is the senior occupant, the driver is responsible for ensuring enforcement.
- (c) Posted speed limits must be adhered to at all times. When speed limits are not posted, commanders must determine the maximum speed, not to exceed vehicle capabilities.
- (d) Vehicle commanders, drivers, and assistant drivers of combat tactical vehicles, not equipped with a windshield, will wear eye protection or on which the windshield is in the down position.



(e) All trailers operated on Military installations will be equipped with safety chains or similar devices to prevent breakaway trailer accidents. Trailer brake lights, taillights, and turn signals must be in operating condition.

(f) Tactical vehicle drivers will keep low beam lights on at all times when on public roadways outside military installations except where SOFA or local laws prohibit use of headlights during daylight (sunrise to sunset) hours. Use of parking lights only while the vehicle is in motion is prohibited except as directed by military authority. This applies to all vehicles (commercial and tactical) that are under full control and accountability of the U.S. Government.

(g) All military motor vehicles operating over public roads will be equipped with highway warning kits. Vehicles carrying flammable or explosive materials will not use or carry flares.

(h) Brief everyone, especially newcomers, on POV/NTV accident prevention policies and identify hazardous roadways surrounding their environment. Ensure Service Members complete appropriate specialized training (i.e. motorcycle safety course).

(i) Validate minimum operating requirements (e.g., driver's license, insurance, dispatch, safety inspection, post registration decals, and appropriate specialized training for opera-



tions). Ensure leader/supervisor complete an inspection checklist when initially assigned and routinely conduct periodic inspections, especially prior to holidays and long weekends.

(j) Continuously emphasize safe operating requirements and procedures, especially to personnel out-processing or departing on leave or TDY.

(2) Develop a strong Accident Prevention Program that involves commitment from operators and their chain of command. The program will include commander's policy; appointment of a technical advisor; leader's assessment of the operator's attitude and behavior; rewards for sound judgment and/or behavior and penalties for poor judgment and/or behavior; frequent inspections; restricted riding areas (high-risk road); special briefing conducted by operators; and refresher/ remedial training.

(3) Motorcycle Safety: According to Army Regulation 385-10, all privately owned motor vehicles must meet all requirements of the DOT and the State in which the Command resides. Service Members must use all Personal Protective Equipment and Clothing (PPEC) when operating a motorcycle. PPEC consists of: a DOT certified helmet with impact or shatter resistant goggles of full face shield properly attached, sturdy footwear, long sleeved shirt or jacket, long trousers, full-fingered gloves or



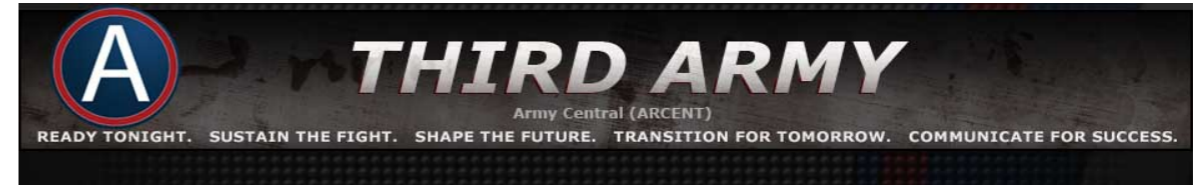
mittens designed for use on a motorcycle, brightly colored outer upper garment during the day and a retro-reflective outer upper garment during the night. Outer upper garment shall be clearly visible and not covered. Operators must ensure that their passengers comply with PPEC. Rear view mirrors must be mounted on handlebar or fairing, and headlight must be turned on. Operators of motorcycles are required to attend a certified Motorcycle Safety Course. Current Policy makes it mandatory for

operators of motorcycles to be evaluated on their riding skills before they operate a motorcycle ON OR OFF POST.

(4) Prior to departing on leave or TDY, Service Members will be briefed on high and extremely high risk factors identified on the Accident Assessment for Leaders chart. At a minimum, the briefing will include the hazards of high-risk activities and effective countermeasures.

(5) The wearing of headphones or earphones while driving any vehicle on Army installation roads and streets is prohibited, except cell phones utilizing a hands free device.

(6) Excessive use of alcohol often contributes to the most tragic situations. Everyone especially leaders must be responsible when serving guests at a hosted event. It is never OK to lose control. Be responsible for yourself and your fellow Serv



ice Members. Always have a plan and never operate a motor vehicle after consuming alcohol; the risks are too great!

(7) Security Identification Badges: While in the AOR, security identification badges must be displayed for access to restricted areas or facilities, and must be removed, along with all types of badge holders/attachments, when departing the area for which they were required. In addition, while in the AOR, personnel not in military uniform must display their military (Common Access Card) or civilian identification card at all times. During such time, personnel may display their identification by the use of the “around the neck” or the “around the arm” identification card holder. Only these forms of identification may be displayed; displaying other photos or accouterments is unauthorized.

2. Composite Risk Management and Risk Assessment:

a. Risk management is the process of identifying and controlling hazards to conserve combat power and resources. The five steps of risk management are:

- (1) Identify the hazards.
- (2) Assess the hazards to determine risks.
- (3) Develop controls and make risk decisions.



(4) Implement controls.

(5) Supervise and evaluate.

b. Risk Assessment is a part of risk management. It can range from simple to complex. A risk assessment causes Service Members and leaders to identify hazards and threats and place them in perspective, relative to the mission or task at hand. Logically, one cannot identify the risk without first defining the hazards.

c. Attached in Appendix C are example Risk Management and Risk Assessment worksheets for training.

Appendixes

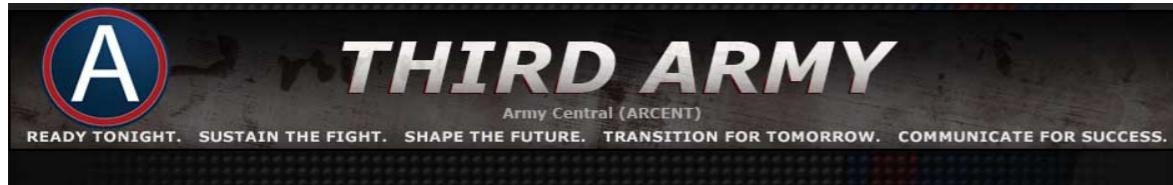
Appendix A

TROOP LEADING PROCEDURES

Reference: FM 7-8, Chapter 2.2, Troop Leading Procedures

Troop-leading procedures are a sequence of actions that enable a leader to use available time effectively and efficiently in the planning, preparing, executing, and assessing of missions.





It is the process a leader goes through to prepare his/her unit to accomplish a mission. It begins when he/she is alerted for a mission. It starts again when he/she receives a change or a new mission. Collectively, troop-leading procedures are a tool to assist leaders in making, issuing, and supervising orders.

The troop-leading procedure comprises the steps listed below. They are not battle drill types of rules. Rather, they provide a guide that the leader applies in ways that are consistent with the situation, his/her experience, and the experience of subordinate leaders. The tasks involved in some steps (such as issue the warning order, initiate movement, and conduct reconnaissance) may recur several times. Steps 3 through 8 may not follow a rigid sequence. Many of them may be accomplished concurrently. The last step, the activities of supervising and refining the plan, occur throughout troop-leading procedures.

In combat, rarely will leaders have enough time to go through each step in detail. Leaders must use the procedure as outlined, if only in abbreviated form, to ensure that nothing is left out of planning and preparation, and that their Service Members understand the unit's mission and prepare adequately.



They continuously update their estimates throughout the preparation phase and adjust their plans as appropriate.

STEP 1. Receive the mission.

STEP 2. Issue a warning order.

STEP 3. Make a tentative plan.

STEP 4. Start necessary movement.

STEP 5. Reconnoiter.

STEP 6. Complete the plan.

STEP 7. Issue the complete order.

STEP 8. Supervise.



Appendix B

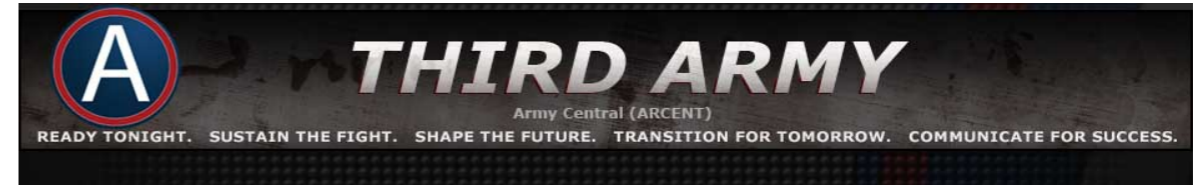
SERGEANTS TIME TRAINING (STT)

1. REFERENCE: USARCENT Policy Memorandum G7 (TREX)-04.

2. INDIVIDUAL READINESS: A key component for Service Members assigned to USARCENT to be capable and competent to execute our mission in the CENTCOM AOR.

3. GUIDELINES: All available personnel will participate in STT. The Training Topics will derive from Warrior Tasks and Battle Drills (WTBD) and unit METL related tasks, administrative and MOS oriented tasks. Training will be based on Directorate/Unit prioritization.

4. TIME: STT will be conducted as follows:



- a. Operational Command Post (OCP). STT will occur on Wednesday morning from 0700-1000.

- b. Main Post Command (MCP). STT will occur on Wednesday afternoon from 1300-1600.

- c. ASG Qatar. STT will occur on Thursday morning from 0900-1200.



Appendix C

RISK MANAGEMENT PROCESS

1. **IDENTIFY HAZARDS** – Hazards are found in all operational environments. Combat operations, stability operations, base support operations, and training present unique hazards for units involved in these kinds of missions. Hazards are identified during the first four steps of the military decision-making process: mission receipt, mission analysis, COA development, and COA analysis.

2. **ASSESS THE HAZARDS TO DETERMINE THE RISK** – This step examines each hazard in terms of probability and severity to determine the risk level of one or more hazardous incidents that can result from exposure to the hazard. This step is conducted during three steps of the military decision-making process—mission analysis, COA development, and COA analysis and is conducted after controls are developed.



3. **DEVELOP CONTROLS AND MAKE RISK DECISIONS** – This is done during the COA development, COA analysis, COA comparison, and COA approval of the military decision-making process.

4. **IMPLEMENT CONTROLS** – Leaders and staffs ensure that controls are integrated into SOPs, written and verbal orders, mission briefings, and staff estimates. The critical check for this step, with oversight, is to ensure that controls are converted into clear, simple execution orders that are understood at all levels.

5. **SUPERVISE AND EVALUATE** – During mission preparation and execution, leaders must ensure that their subordinates understand how to execute risk controls. Leaders continuously assess risks during the conduct of operations, especially during long-term missions. Leaders maintain situational awareness. They guard against complacency to ensure that risk control standards are not relaxed or violated. To gain insight into areas needing improvement, leaders must continuously evaluate their units' effectiveness in managing mission risks.



DECISION FOR RESIDUAL RISK

EXTREMELY HIGH – First general officer in supervisory chain of command.

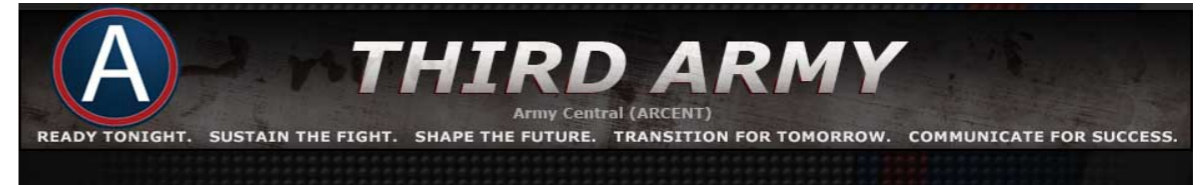
HIGH – O6-level commanding officer.

MODERATE – Commanding officer

LOW – Supervisors in the grade of O2, W2 or E8 and above

Severity of the hazard (Expected consequence of an event in terms of degree of injury, property damage, or other mission/task impairment):

Catastrophic – Death or permanent total disability, system loss, major property damage.



Critical – Injury resulting in permanent partial disability or temporary total disability in excess of 3 months, major system damage, significant property damage.

Marginal – Minor injury, lost workday accident, or compensable injury or illness, minor system damage, minor property damage.

Negligible – Injury resulting in first aid or minor supportive medical treatment, minor system impairment.

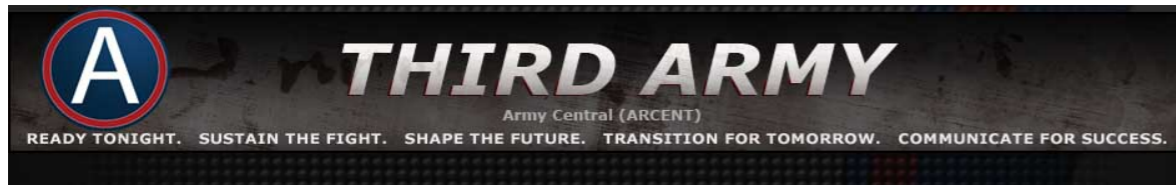
Probability of an accident (The likelihood that an event will occur):

Frequent – Occurs very often, known to happen regularly.

Likely – Occurs several times, a common occurrence.

Occasional – Occurs sporadically, but is not uncommon. You may or may not get through your development without it happening.

Seldom – Remotely possible, could occur at some time. Usually several things must go wrong for it to happen.



Unlikely – Can assume will not occur, but not impossible.

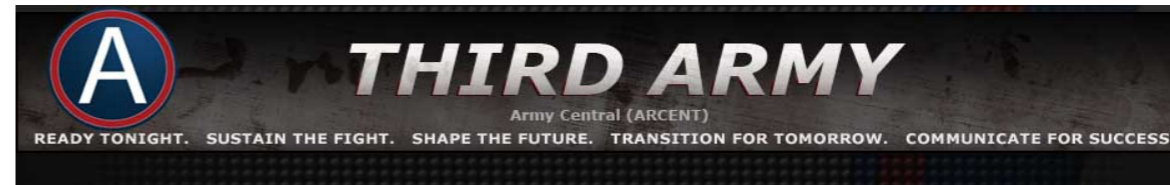
RISK ASSESSMENT MATRIX

BLOCK	WORKSHEET INSTRUCTIONS (See FM 100-14 for details)
A – D	Self explanatory
E	Identify tasks related to the mission or task in block B
F	Identify hazards by reviewing factors (METT-T) for the mission or task
G	Assess hazards using risk assessment factors and risk matrix above
H	Develop one or more controls for each hazard to eliminate or reduce risks
I	Determine residual risk assessment for each hazard not eliminated
J	Enter implemented controls. Decide how each control will be in effect or communicated to the personnel who will make it happen. (Written or verbal; SOP, rehearsals, etc.)
K	Select highest residual risk level, which becomes the overall risk level
L – M	Self explanatory

Risk Assessment Matrix

excerpted from FM 5-19, Figure 1-4

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



Operations Order Format

Take roll of Subordinate Leaders.

My name is _____, I am your PL for _____ (date/time group). This is the OPORD for _____ (type of trng). Take out pen and paper, prepare to copy. Please hold all questions until the end.

TASK ORGANIZATION

I. SITUATION

A. Enemy Forces: disposition, capabilities, probable course of action

1. Weather:

2. Terrain:

3. Local environment-political, economic, and social:

B. Friendly Forces:

1. Higher's mission
2. Higher's intent
3. Units' left _____ right _____ front _____
_____ rear _____
4. Attachments _____ Detachments _____

II. MISSION

Who: _____ Sqd _____ Plt _____
Co

What: will conduct _____ training

When: from _____ to _____

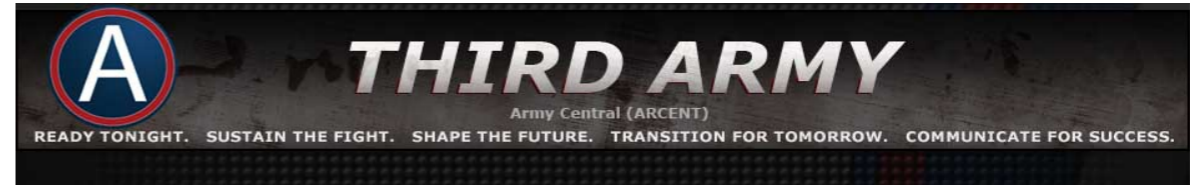
Where: in vicinity _____ (trng area, location, grid coord)

Why: in order to _____

Repeat twice!

III. EXECUTION

It is my intent that _____ Sqd _____ Plt _____ Co be prepared and on time for all training. Perfect accountability and safety will be maintained at all times. Everyone will complete the



training with a high degree of motivation. I also want (quantifiable goal) _____

Concept of the Operation:

Maneuver: This operation will be conducted in 3 phases.

Phase I: _____

Phase II: _____

Phase III: _____

Task to Maneuver Units:

1 Sqd _____

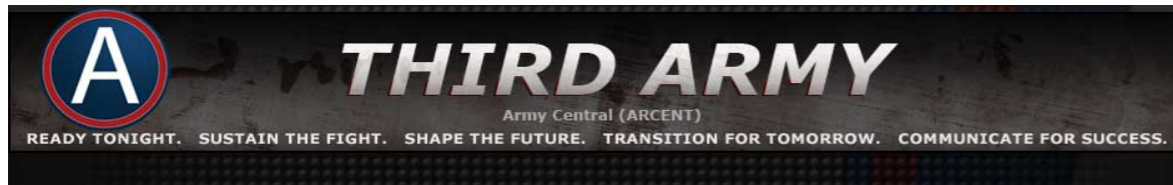
2 Sqd _____

3 Sqd _____

4 Sqd _____

Include:

1. Barracks Maint. (latrine, floors, lockers, bunks, window sills, outside area)
2. 2 Road guards each from 1st and 4th squad
3. Chow runners from _____ squad



4. PSG: keep Plt on time, inspect barracks, maintain accountability, create a fireguard list and post before lights out.

5. SLs: accountability, inspections (people and equipment for next day).

C. Coordinating Instructions:

1. Timeline (posted) including: CoC wake up, FC/FF time and order of chow, time and order of weapons draw

2. Maps & Routes (primary & alt)

3. Troop Safety:

a. RAMP

b. Safety concerns

IV. SERVICE SUPPORT

A. General: changes to SOP

B. Materials and Services:

1. Supply:

Class I: Subsistence - MREs, as, order of chow by Plt, Sgd is _____

Class II: Clothing/tools/TA-50. The uniform is ACUs, rucks will have _____ (post it). Each squad will carry sunscreen and bug repellent.

Class VII: Major end items. M-16s will be drawn

2. Transportation: We will be riding on bus # _____. Loading order is Plt/Sgd _____

3. Services: Religious services will be held at _____.

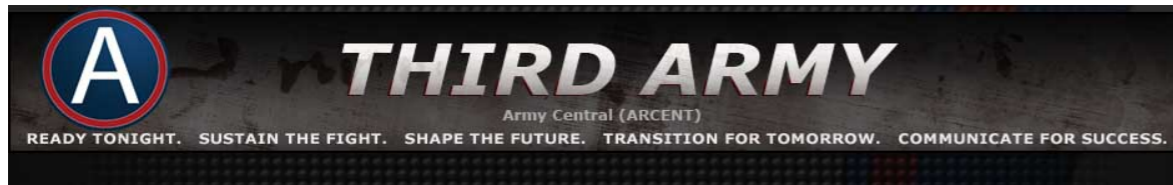
4. Maintenance: We will be cleaning weapons _____. Barracks will be cleaned _____

5. MEDEVAC. Medic will be at trng site _____

Sick call is from _____ at _____ (location)

C. Miscellaneous:

D. Personnel: Fire guard lists turned in at _____ (time and place)



COMMAND & SIGNAL

Command:

Location of higher unit Cdr _____

Location of PL: formation _____, at
night _____ mvmt _____

Location of PSG: formation _____, at
night _____ mvmt _____

Succession of Command:

CO _____ XO _____ PL _____

PL _____ PSG _____ 1SL _____ 2

SL _____ 3SL _____ 4SL _____

Signal

HQ _____, Hospital _____ MEDEVAC
freq _____ alt _____.

Co/Plt motto:

Safety motto:



The time is now _____. What are your questions?

Back brief...

9 LINE MEDEVAC

Line 1. Location of the pick-up site:

Line 2. Radio frequency, call sign, and suffix:

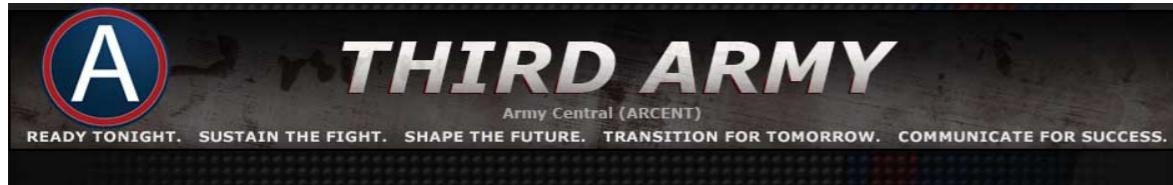
Kuwait / Iraq (call sign) Radio FREQ
Phone No#

Line 3. Number of patients by precedence:

- A - Urgent
- B - Urgent Surgical
- C - Priority
- D - Routine
- E - Convenience

Line 4. Special equipment required:

- A - None
- B - Hoist



- C - Extraction equipment
- D - Ventilator

Line 5. Number of patients:

- A - Litter
- B - Ambulatory

Line 6. Security at pick-up site:

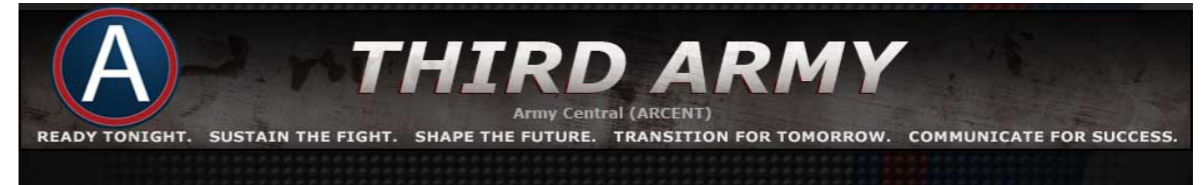
- N - No enemy troops in area
 - P - Possible enemy troops in area (approach with caution)
 - E - Enemy troops in area (approach with caution)
 - X - Enemy troops in area (armed escort required)
- * In peacetime - number and types of wounds, injuries, and illnesses

Line 7. Method of marking pick-up site:

- A - Panels
- B - Pyrotechnic signal
- C - Smoke signal
- D - None
- E - Other

Line 8. Patient nationality and status:

- A - US Military



- B - US Civilian
- C - Non-US Military
- D - Non-US Civilian
- E - EPW

Line 9. CBRNE Contamination:

- C - Chemical
- B - Biological
- R - Radiological
- E - Environmental

* In peacetime - terrain description of pick-up site

IED/UXO Report

Line 1: Date time group discovered (Command policy will dictate Local or Zulu time).



Line 2: Reporting Activity (UIC/Unit designation). Location: mandatory 8-digit grid: (Include landmarks, reference points, or street addresses).

Line 3: Contact Method: Radio Freq / Call Sign or Telephone Number. (If using phone number, provide name).

Line 4: Type of Munitions: (Dropped, Projected, Placed, or Thrown).

Line 5: NBC Contamination: Yes or No, known or suspected NBC Contamination. If yes, report type of agent if known/identified.

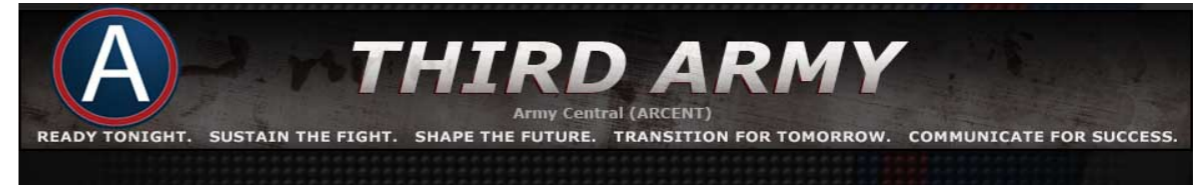
Line 6: Resources Threatened: (What resource is threatened - is it a critical asset?).

Line 7: Impact on Mission: (How the UXO is affecting the mission).

Line 8: Protective Measures Taken: (Unit emplaced protective measures).

Line 9: Recommended Priority: (Immediate, Indirect, Minor, or No Threat).

IED/UXO Battle Drill



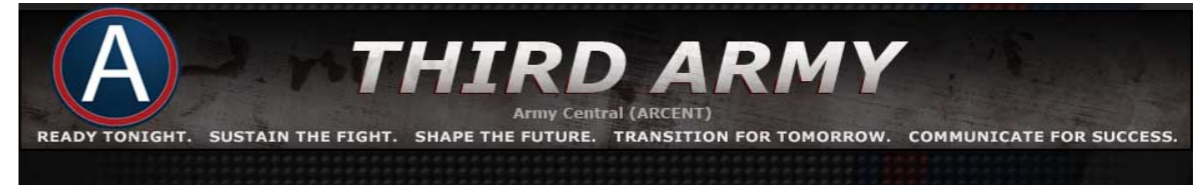
- 1. Clear:** Leave the immediate area; detonation may be imminent, secondary devices may be present.
- 2. Cordon:** Establish a perimeter (300 m small device/ 1000 m up to van-size/ 2000 m water truck or semi truck-size/3000 m)
- 3. Control:** Maintain visual observation to ensure no one tampers with the device; maintain security.
- 4. Call EOD:** Immediately contact your supporting EOD to respond (9-line IED/UXO Report)

Appendix D

Pre-Combat Checks

Pre-combat checks (PCCs), Pre-combat inspections (PCIs) and Pre-execution checks are key to ensuring leaders, trainers, and Service Members are adequately prepared to execute operations and train to standard. PCC/PCIs are the bridge between pre-execution checks and execution of training. There are also detailed final checks that all units conduct before and during execution of training or combat operations. Conduct PCC/PCIs at the beginning of each event or exercise as part of troop leading procedures to check individual, equipment, vehicles, and mission knowledge. These are leader responsibilities and must be done in combat and in on-combat activities.

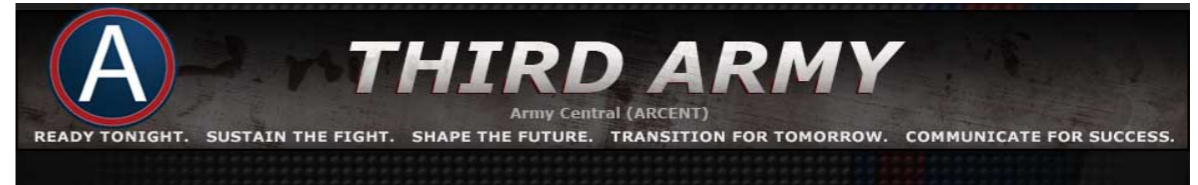
The chain of command is responsible for developing, validating, and verifying all PCC/PCIs. Pre-execution checks ensure that all planning and prerequisite training (Service Member, leader, and collective) are complete prior to the execution of training.



	Check		Check
Individual		Platoon Sergeant (cont'd)	
Equipment Packed IAW with TACSOP		Operation Equipment	
LBV complete and serviceable		Maps, Updated	
Ear Plugs		Compasses	
First aid pouch		Pens, etc	
Ammunition pouches		Sleep Plan Established	
Canteen w/water and cup		Class V Issued	
Kevlar with camo cover and band		MOPP Level known and disseminated	
Weapons, zero in pistol grip		Weapons control	
Protective Mask w/carrier and hood		Platoon Status to First Sergeant	
Body armor as required		Situation Briefed	
Flashlight with batteries and lens filters		MRE's Issued	
Causality feeder reports			
Individual Decon Kit		First Sergeant	
M8/M9 Paper		Personnel Accounted For	
Current MOPP implemented		Uploaded by Load Plan	
Weapon at appropriate arming level		Expendable Supplies on hand	
Optical Inserts		Operation Equipment	
Anti Fogging Kit		Maps, Updated	
ID Card		Compasses	
ID Tags (2 sets, w/2 tags, 1 set worn)		Pens, etc	
MREs'		Individual PCI Completed and verified	
Drivers Licenses		LP/OP Briefed and positioned	
Challenge and Password		Defense Plan Established and Rehearsed	
Shot Records		Defensive Sector Diagram Complete	
Hot/Cold Weather Brief		Range Cards Verified and Complete	
Mission Brief		Camouflaged	
		Vehicles	
Squad Leader		Equipment	
Personnel Accounted For		Positions	
Individual PCI Completed		Glass and mirrors	
Reference Publications Reviewed		Repack all equipment not in use	
Uploaded by Load Plan		Field Sanitation enforced	
Expendable Supplies on hand		Hand Washing enforced	
Sleep Plan Established		Trash kept Policed	
MOPP Level known and disseminated		Medevac helio pad marked	
Weapons control		Casualty collection identified	
Section Status to Platoon Sergeant		Reference Publications Reviewed	
Situation Briefed		Early warning devises employed	
MRE's Issued		Noise and light discipline enforced	
Ammo Basic Load Issued		Sleep Plan Established	
		Class V Issued	
Platoon Sergeant		Feeding Plan Established	
Personnel Accounted For		MOPP Level known and disseminated	
Individual PCI Completed		Accountability of Personnel to S-1	
Reference Publications Reviewed		Accountability of sensitive items to S-3	
Uploaded by Load Plan		Reportable Equipment Status to BMO	
Expendable Supplies on hand		Situation Briefed	

	Check		Check
Communications Equipment		Generator Operator	
Equipment Accounted For		All BII on hand	
Radios		Grounding rods	
Microphones		Fire extinguishers	
Antennas		-10 manual on hand	
Encrypting Equipment		PMCS Performed	
SOIs		Generator Topped off	
PMCS Completed		Extra fuel and POL	
Radios			
Antennas		Vehicle Commander	
Encrypting Equipment		All BII on hand	
Call Sign Board		Pioneer Tools	
Frequencies		Fire extinguishers	
Unit		-10 manual on hand	
Next Higher		PMCS Performed	
Medevac		Vehicle	
Range Control		Radios	
Fire Support		Vehicle Topped off	
TA-312s: Batteries		Extra fuel and POL	
Wire		Grease Pencils	
Reel Handles on hand		Note Book available	
SINGARS: Batteries		Pens/Pencils available	
Wire		Maps and overlays	
Blank Report Formats		Sun/wind/dust Goggles	
Spare Equipment		Compass/GPS present serviceable	
Microphones		Binoculars	
Headsets		Crew Served Weapons	
Antennas		Headspace and timing checked	
Batteries		Ammunition Basic Load	
Coordinate Pick-up of Equipment		Qualified Gunner	
Coordinate Pick-up of SOI		Vehicle Load Plan Verified	
SENGARS Spare Battery		Convoy Number on Vehicle	
NBC Equipment		Crew Served Weapons	
Individual PCI complete		Clean and functional	
Chemical Agent Alarms operational		Spare Barrels, Cleaning Kit's on-hand	
Chemical Agent Alarms employed		Glove; bolt rupture extraction on hand	
PMCS performed on M8 Alarm		Tripod w/T&E mechanism, Bipod	
M273 kit per Chemical Alarm		Head Space and Timing Set (M2)	
M256/256A1 Detector Kit as required		Machine Guns Mounted	
AN/VRDR-2 Radiac sets on hand		Function Check	
IM-93 Dosimeter issued		Test fire w/permission	
146 Radiacmeters issued		NVD, serviceable	
GTA Warning system issued			
PBT and Nerve Agent antidote issued		Driver/Vehicle Preparation	
NBC marking kit available		-10 and LO on hand	
Mark I kit available		BII/AII Present and serviceable	
Can kit available		First Aid Kit	
		Fire Extinguisher	
		Warning Triangles	
Combat Lifesavers		PMCS performed	
Combat Lifesavers Bags issued		Vehicle Topped off	
100% inventory and all supplies replenished			

	Check
Driver/Vehicle Preparation (cont'd)	
Loaded according to load plan	
POL products including weapons oil	
5 gallon can of water	
5 gallon can of fuel	
Rags	
MREs rations stowed	
Tools	
Goggles	
Dispatch	
Vehicle Hardened as required	
Strip Map on-hand	
Convoy route and plan briefed	
Camouflage nets/poles configured/stowed	
Lights and markings covered	
Convoy number on Vehicle	
Trailer properly hooked	



Appendix E

SUICIDE PREVENTION RESOURCES

In an emergency dial 911.

CONUS: National Suicide Prevention Lifeline 1-800-273-TALK (8255)

OCONUS: National Suicide Prevention Lifeline International Access Code +800-273-TALK (8255) Military One Source: 1-800-342-9647

Shaw AFB Mental Health: 1-803-895-6199

Shaw AFB On Call Duty Chaplain: 1-803-895-5850

3rd Army STB Chaplain: 1-803-885-8015/8041

Camp Arifjan MP Desk: 430-1343/1335

Kuwait Off-Post Cell Emergency: 2389-9911

Other Local Emergency Numbers:



Agency

Phone Number



Appendix F

Victims of Sexual Assault (SA)

Sexual assault is a crime punishable under the Uniform Code of Military Justice and applicable federal and state laws. It is a destructive act that degrades our ability to accomplish the mission and protect the force; it violates human dignity, Army Values, and the Warrior Ethos. Sexual assault has absolutely no place on the USARCENT team. Sexual assault is catastrophic to the unit and breaks down the trust among teammates.

Victims are encouraged to report sexual assaults in order for persons to be held accountable for their actions and possible prosecution for committing acts of sexual assaults. Although unrestricted reporting is encouraged, it is the victim's decision

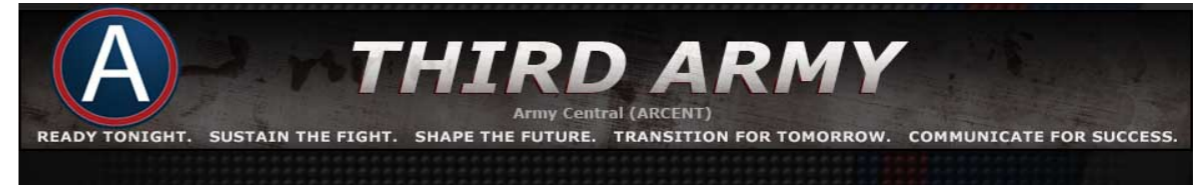


and they have two reporting options; restricted and unrestricted.

- **Restricted reporting.** Restricted reporting allows a Service Member who is a sexual assault victim, on a confidential basis, to disclose the details of his/her assault to specifically identify individuals (**Deployed/ Sexual Assault Response Coordinator, Victim Advocate, a healthcare provider or chaplain**) and receive medical treatment and counseling, without triggering the official investigative process.

- **Unrestricted reporting.** Unrestricted reporting allows a Service Member who is sexually assaulted and desires medical treatment, counseling, and an official investigation of his/her allegation to use current reporting channels, **e.g. chain of command, law enforcement or report to DSARC, or health care provider to notify law enforcement.**

(Regardless of the reporting choice, victims are entitled to the same medical care and treatment)



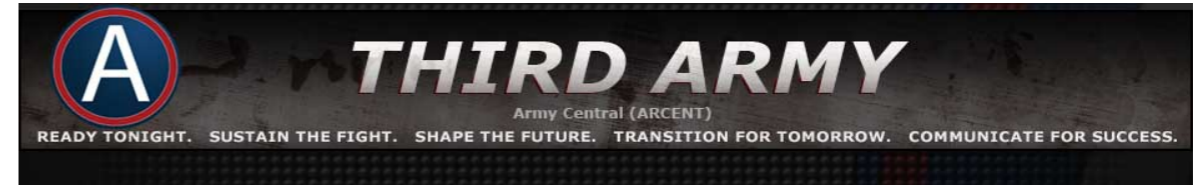
Sexual Assault Coordinators are available 24/7, during and after duty hours. The contact information is listed below:

- 📍 ARCENT Sexual Assault Response Coordinator (SHAW AFB): Cell: 803-468-0988.

- 📍 ARCENT Deployed Sexual Assault Response Coordinator (DSARC) (Camp Arifjan, Kuwait): Cell: 9983-9742/011-965-9983-9742. **(DSARC contact information is posted in the living, recreational, and work areas on Camp Arifjan).**

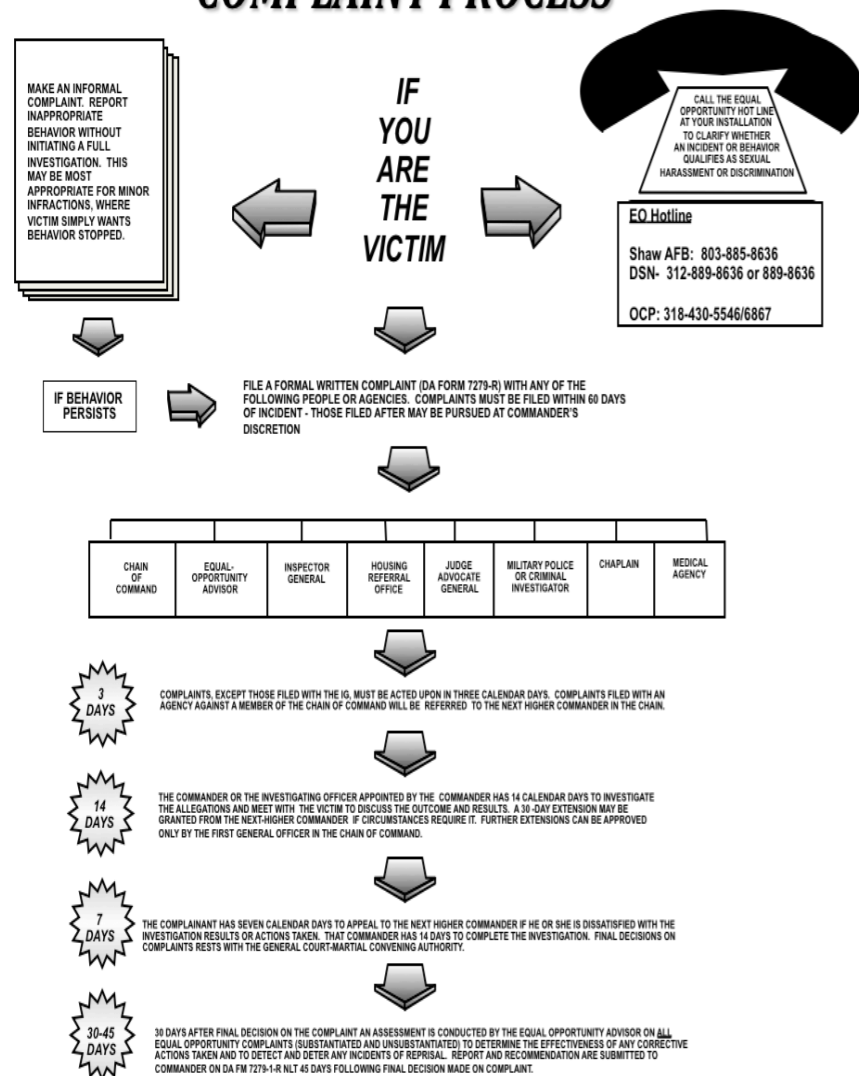
- 📍 DOD Safe Helpline (Sexual Assault Support for DOD Community): www.SafeHelpline.org, call: 877-995-5247, Text 55-247 (inside the U.S.), 202-470-5546 (outside the U.S.).

Appendix G



Equal Opportunity (EO)/Sexual Harassment (SH) Complaint Processing

THE ARMY EQUAL OPPORTUNITY COMPLAINT PROCESS



References

AFI 36-2903, Dress and Personal Appearance of the Air Force Personnel

ALARACT Message Dtd 2022002 Apr 05, Army Combat Uniform (ACU) Ensemble ALARACT Message 136/2006, 100 Percent Cotton Foliage T-Shirt

ALARACT Message 140/2007, AR 670-1, 3 Feb 05, Wear and Appearance of Army

Uniforms and Insignia

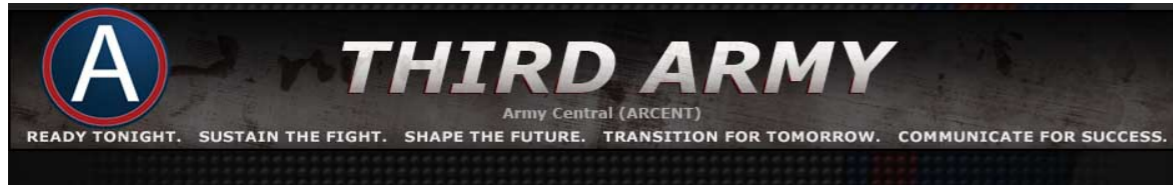
ALARACT Message 004/2008, Wear Out Dates Uniforms and Accessories

ALARACT Message 183/2010, Directorate of Evaluation and Standardization (DES) Brassard

AR 385-10, Army Safety Program

AR 600-20, Army Command Policy

AR 600-25, Salutes, Honors, and Visits of Courtesy



670-1, Wear and Appearance of the Army Uniforms and Insignia

AR 840-10, Flags, Guidons, Streamers, Tabards and Automobile and Aircraft Plates

ARCENT Command Policy, OP PROT 04, Wear of Reflective Belt/Gear,

CENTAF reporting instructions

DA PAM 385-1, Small Unit Safety Officer/NCO Guide

DOD Joint Ethics Regulation 5500.7-R

FM 3-21.5, Drill and Ceremonies

FM 5-19, Composite Risk Management

FM 6-22, Military Leadership

MCO, P1020.34G (With Change 1-5). Marine Corps Uniform Regulation

NAVPERS 15665I, U.S. Navy Uniform Regulations

TM 10-8415-236-10, Operator's Manual for Extended Cold Weather Clothing System

Generation III (ECWCS GEN III)