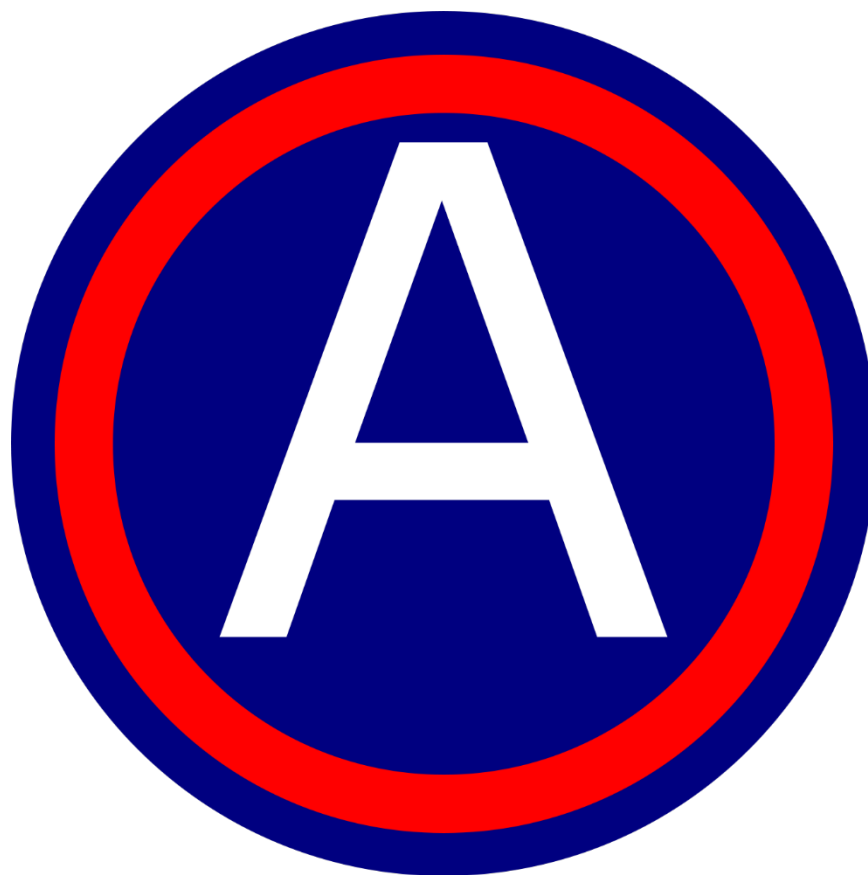


UNITED STATES ARMY CENTRAL (ARCENT)

Standards Book

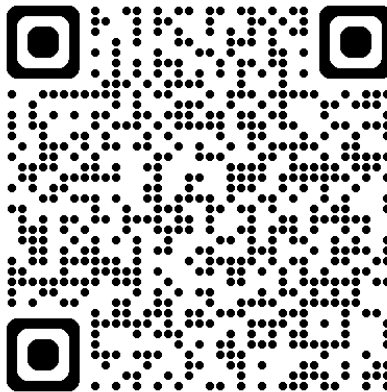


01 DECEMBER 2025

U.S. ARMY CENTRAL STANDARDS BOOK

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DEPARTMENT OF THE ARMY
THIRD ARMY / UNITED STATES ARMY CENTRAL
1 GABRESKI DRIVE
SHAW AIR FORCE BASE, SC 29154-5202

ACCS (600A)

01 November 2025

MEMORANDUM FOR United States Army Central Assigned and Attached Team Members

SUBJECT: Soldier's Standards Book

1. This U.S. Army Central Standards Book is a guide to this command's expectations of individual behavior. It is an easily accessible reference for on-the-spot corrections and performance counseling.
2. Standards are clear, basic rules that govern conduct. They are guidelines for behavior which minimize confusion and misunderstanding and set the conditions for building trust. This book includes standards in the areas of customs, courtesies, conduct, appearance, force protection and behavior. When in doubt, follow the Army Values.
3. Soldiers will adhere to these standards, and leaders will enforce these standards. These are not the only standards in our organization - these establish a baseline. Modern warfare requires disciplined initiative, and discipline is behavior tempered by high standards of conduct and performance. U.S. Army Central has a complex mission, with constant transitions, and these standards help us accomplish the mission efficiently and effectively. Ensure you know the standards, meet the standards, and enforce the standards.
4. Service in the U.S. Army is a privilege, we are all volunteers and professionals. The uniform we wear represents something special, to you, and to everyone who sees you in it. This is particularly true in our forward Central Command (CENTCOM) area of responsibility (AOR) where Soldiers are a visible symbol of the United States of America. Therefore, it is particularly critical in this organization that we all follow these standards.
5. For more than a century, U.S. Army Central Soldiers have proudly served the Nation. Over the years, our mission has changed but not our devotion to duty. Together we will continue to deter conflict and, when necessary, fight and win our Nation's wars. It is an honor to serve with you at Third Army/U.S. Army Central.

ERIC R. MCCRAY
CSM, USA
Command Sergeant Major

PATRICK D. FRANK
Lieutenant General, USA
Commanding

USARCENT STANDING GUIDANCE

CENTCOM Priorities

Defend the Homeland
Deter Conflict
Compete with China

ARMY Priorities

Readiness
Transformation
Recruiting
People

USARCENT Mission

As Theater Army and Coalition Forces Land Component Command, USARCENT enables the Joint Force in named operations and partners with regional land forces to build enduring coalitions that consolidate gains against Violent Extremist Organizations (VEO), counter Iranian malign influence, and compete against Russia and China; while simultaneously resetting the theater for future operations and ready to prevail in crisis response and contingency operations in support of USCENTCOM.

USARCENT Vision

A disciplined and agile command, America's land domain experts in the Middle East and Central and South Asia. Postured through enduring presence and partnerships to protect US national interests. Capable of rapid transition to a C/JFLCC to defeat emerging threats.

USARCENT Operational Focus

Support Forces in Contact
Expeditionary C2 and JRSOI with Seamless Access
Build Readiness and Compare Strategically Through Partnership
Innovation

ARMY VALUES

LOYALTY – *Bear true faith and allegiance to the United States Constitution, the Army, your unit, and other Soldiers.*

DUTY – *Fulfill your obligations.*

RESPECT – *Treat people as they should be treated.*

SELFLESS SERVICE – *Put the welfare of the nation, the Army, and your subordinates before your own.*

HONOR – *Live up to all the Army values.*

INTEGRITY – *Do what is right, legally and morally.*

PERSONAL COURAGE – *Face fear, danger, or adversity (physical and moral).*

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!

Warrior Ethos

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

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 technically and tactically proficient. I am aware of my role as a noncommissioned officer. I will fulfill my responsibilities inherent in that role. All Soldiers are entitled to outstanding leadership; I will provide that leadership. I know my Soldiers and I will always place their needs above my own. I will communicate consistently with my Soldiers and never leave them uninformed. I will be fair and impartial when recommending both rewards and punishment.

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

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 actions, 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 Army Song

March along, sing our song, with the Army of the free.
Count the brave, count the true, who have fought to
victory. We're the Army and proud of our name!
We're the Army and proudly proclaim;
First to fight for the right,
And to build the Nation's might,
And the Army goes rolling along.
Proud of all we have done,
Fighting till the battle's won,
And the Army goes rolling along.
Then it's hi! hi! hey!
The Army's on its way.
Count off the cadence loud and strong;
For where'er we go,
You will always know
That the Army goes rolling along.

Oath of Enlistment

I, (state your name), 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; 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.

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 duties of the office upon which I am about to enter. So help me God.

USARCENT HISTORY

WORLD WAR I

Third Army activated in Chaumont, France on November 7, 1918, to occupy the German Rhineland. Third Army established its headquarters in Koblenz, Germany on December 15, 1918. Third Army deactivated on July 2, 1919, after Germany signified their intentions to sign the Treaty of Versailles.

BETWEEN THE WARS

The Third Army reactivated at Fort Sam Houston, Texas, on October 1, 1933. With war approaching, the Third Army training mission expanded, and the need for large-scale unit training was identified.

WORLD WAR II

On New Years' Eve, 1943, Third Army was alerted for overseas movement to the United Kingdom for participation in the European invasion. The Third Army Headquarters landed on French soil under Lieutenant General George Patton on July 5, 1944.

WORLD WAR II – BREAKOUT

In late July 1944, First Army began Operation Cobra to break out of Normandy. The Third Army Headquarters became operational on August 1. Offensive operations punched through German defenses, and Third Army went slashing through France. The Third Army dash across France was not stopped by the Germans, but by a lack of supply. Starting in September, the Allied main effort shifted north, along with the supplies. This persisted through September to November with the Third Army slowly pushing forward and the Germans grudgingly giving ground.

WORLD WAR II - THE ARDENNES (BATTLE OF THE BULGE)

The Germans attacked into the Ardennes on December 16, 1944. Days later, Third Army attacked into the German salient, reaching the encircled 101st Airborne Division on December 26, allowing supplies to flow in and the wounded to flow out. Following the Battle of the Bulge, Third Army turned to drive into the heart of Germany. Third Army units fought across Germany, pushing as far east as Pilsen, Czechoslovakia, and south to Linz, Austria. When the war ended on May 8, 1945, the Third Army traveled farther than any other Army in Europe and captured over 1,250,000 prisoners. Third Army remained in Germany until 1947.

POST WORLD WAR II - THE COLD WAR

Upon return to the United States, Third Army headquarters was established at Fort McPherson near Atlanta, Georgia, where it took on a training role like its pre-World War II mission. Third Army deactivated October 1973 and reactivated in December 1982 at Fort McPherson as the United States Army Central (USARCENT) to serve as the Army Service Component Command (ASCC) for United States Central Command,

which was established January 1, 1983.

DESERT SHIELD AND DESERT STORM

In response to Saddam Hussein's August 2, 1990, invasion of Kuwait, USARCENT deployed to Kuwait to command land forces for Operation Desert Shield. As diplomacy failed and Desert Shield turned into Operation Desert Storm, USARCENT commanded nine divisions under two Corps to eject Iraqi Forces from Kuwait. USARCENT swept into Kuwait and destroyed most of the Iraqi Republican Guard, liberating Kuwait on February 26, 1991. For more than a decade following the liberation of Kuwait, USARCENT remained engaged in the region, responding to provocative Iraqi actions.

AFGHANISTAN AND IRAQ

In response to the September 11 attacks, USARCENT provided command and control for all the coalition land forces engaged in Operation Enduring Freedom from November 11, 2001 to May 31, 2002. In late 2002, U.S. Central Command designated USARCENT as the CFLCC for planned ground operations in Iraq. The liberation of Iraq took six weeks with U.S. Forces. USARCENT passed responsibility for Iraq to Combined Joint Task Force 7 on June 14, 2003. In July 2014, the USARCENT Commander and staff deployed to Iraq to form the nucleus of Combined Joint Task Force – Operation Inherent Resolve (CJTF-OIR).

Composed of personnel from over 30 nations, the mission of CJTF-OIR is to militarily defeat DA'ESH (al-Dawla al-Islamiya fi al-Iraq wa al-Sham). USARCENT passed this mission to the U.S. III Corps in September 2015.

TODAY

In July 2011, USARCENT relocated the main command post from Fort McPherson, Georgia to Shaw Air Force Base, South Carolina. Today USARCENT consists of over 900 Soldiers and civilians at Shaw Air Force Base, South Carolina as well as approximately 13,000 assigned Soldiers in several locations in the CENTCOM Theater. U.S. Army Central shapes and sets the theater to support operations; improve relationships, access and partner capacity; and deter adversaries while providing a mission command structure to execute Unified Land Operations in support of Combatant Commander Directives.

USARCENT STATEMENT OF SERVICE

Organized 7-15 November 1918 in the Regular Army in France as Headquarters and Headquarters Troop, Third Army

Demobilized 2 July 1919 in Germany

Reconstituted 9 August 1932 in the Regular Army as Headquarters and Headquarters Company, Third Army

Headquarters activated 1 October 1933 at Fort Sam Houston, Texas

Headquarters Company activated 23 November 1940 at Fort Sam Houston, Texas
Redesignated 1 January 1957 as Headquarters and Headquarters Company, Third United States Army

Inactivated 1 October 1973 at Fort McPherson, Georgia

Activated 1 December 1982 at Fort McPherson, Georgia

Reorganized and redesignated 17 June 2006 as Headquarters, United States Army Central, to consist of Main Command Post, Operational Command Post, and Special Troops Battalion (Special Troops Battalion – hereafter separate lineage)

CAMPAIGN PARTICIPATION CREDIT

World War II

Normandy Northern
France Rhineland
Ardennes Alsace
Central Europe

Southwest Asia

Defense of Saudi Arabia
Liberation and Defense of
Kuwait Cease-Fire

War on Terrorism

Afghanistan:
Liberation of Afghanistan
Consolidation I

Iraq:
Liberation of Iraq
Transition of Iraq

(Additional campaigns to be determined)

DECORATIONS

Meritorious Unit Commendation (Army), Streamer embroidered
SOUTHWEST ASIA 1990-1991

Meritorious Unit Commendation (Army), Streamer embroidered
CENTRAL AND SOUTHWEST ASIA 2008

Meritorious Unit Commendation (Army), Streamer embroidered
SOUTHWEST ASIA 2009-2010

Army Superior Unit Award, Streamer
embroidered 2001-2004

U.S. ARMY NCO STRATEGY

NCO Strategy Purpose: People are the Army's greatest strength and most important weapon system. The Army NCO Strategy will develop and empower NCOs to leverage their knowledge, skills, and behaviors to lead.

I. Introduction:

The Army has transitioned from a focus on counterinsurgency operations to large-scale combat operations (LSCO) and strategic competition. Under the pressure of constant change and rapid technological advances, the NCO Corps developed an enduring and flexible strategy to lead us into the future. The Army NCO Strategy, coupled with This is My Squad (TIMS), is based on the vision of what a NCO must BE, KNOW, and DO to compete and win in multi-domain environments.

The Army NCO Strategy, nested in the guidance and vision of our leaders, reflects our Army values and NCO core competencies. The concept of the Army NCO Strategy will drive the NCO Guide, and the two will evolve in concert to ensure the NCO Corps remains current, relevant, and the best in the world.

II. Army NCO Strategy End States:

NCOs must build cohesive teams that are highly trained, disciplined, and fit that are ready to fight and win, where everyone is treated with dignity and respect. They must also develop Soldiers for Life certified in the Army's Profession of Arms.

Highly Trained: The most elite fighting forces in the world are built upon small units and individuals who are masters of their craft. NCOs continuously develop as leaders through progressive and sequential processes that incorporate training, education, and experience across the three learning domains - institutional, operational, and self-development. The NCO Corps has an enduring and foundational role in unit training. NCOs are responsible for the individual training of Soldiers, squads, crews, and small teams. NCOs conduct standards-based, performance-oriented, battle-focused training.

Example Initiatives: Expert Infantry Badge/Expert Soldier Badge/Expert Field Medical Badge requirements review and Master Gunner

Disciplined: Effective leaders build cohesive teams by emphasizing standards and discipline. NCOs set unit culture by modeling and recognizing acceptable behaviors based on the Army Values and eliminating unprofessional conduct. NCOs also inspire confidence, build trust amongst team members, and ensure Soldiers have the necessary technical and tactical expertise to be the most lethal combat force in the world. Discipline reinforces the understanding of Army, organizational, and personal standards. Discipline also enables the commitment to professional excellence, which is

the hallmark of the Army profession. Soldiers expect their leaders to enforce standards in an impartial, transparent, and consistent manner.

Example Initiatives: Metrics for Discipline and Social Behavior

Fit: Leaders must connect with their Soldiers to address stressors and empower them to overcome challenges. To this end, NCOs must support a comprehensive, integrated, and immersive health and fitness system that generates lethal Soldiers who are mentally, physically, and socially connected capable of competing, fighting, and winning in multi-domain operations (MDO). Holistic fitness recognizes that individual and family well-being depends on interdependent areas, including physical fitness, resilience, training, individual spirituality (self-identity, beliefs, and life purpose beyond self), social interaction (positive connection with others), and physical, psychological, and behavioral health.

Example Initiatives: Holistic Health and Fitness and Soldier Performance Readiness centers

Soldier for Life: NCOs must build and maintain trust throughout the entirety of a Soldier's career. Trust starts at the recruitment phase and initial entry training to reception and integration into the operational force. NCOs reinforce trust throughout a Soldier's career and ultimately their transition from service back to the civilian sector. This process includes talent management to provide NCOs with stability and predictability. Effective talent management strives to balance the Army's needs with Soldier development and personal preferences. NCOs involved in this process will gain a Soldier's lifelong commitment through their honesty and accountability.

Example Initiatives: This is My Squad, Enlisted Career-long Assessments, and Soldier and Leader Development Tool

NCO Strategy: This is My Squad (TiMS)

The NCO Strategy fosters an environment of cohesive teams in which Soldiers want to train and grow together; everyone has a squad. Additionally, TiMS focuses on enhancing the education and technological tools leaders need to care for, train, and resource their units. NCOs must have adequate planning time, resources, and authority to support their missions. Empowering leaders inevitably has a positive impact on negative trends.


TiMS end state- Cohesive teams that are highly trained, disciplined, and fit, ready to fight and win where everyone is treated with dignity and respect.

TiMS objectives enable NCOs to apply the Army NCO Strategy to set the culture within their units, find commonalities within their cohesive teams, actively influence unit members to perform at their fullest potential, and show a positive future. TiMS

objectives are tangible and critical requirements leaders at all levels must build, maintain, and improve. MDO requires a diverse Army that understands people and their environments. TiMS objectives build cohesive teams and defeat the impermissible and problematic behaviors that erode our readiness and the Profession of Arms.

III. Conclusion:

As the Army trains to compete, fight, and win in an environment of strategic competition and potential LSCO, some of our greatest threats come from within. We must work to prevent the harmful behaviors that hurt Soldiers and break trust with the American people: sexual assault and sexual harassment, acts of racism and extremism, and death by suicide. The Army NCO Strategy, coupled with TiMS, prepares today and tomorrow's NCOs to be the professional and agile leaders our Soldiers need to fight and win our Nation's wars.



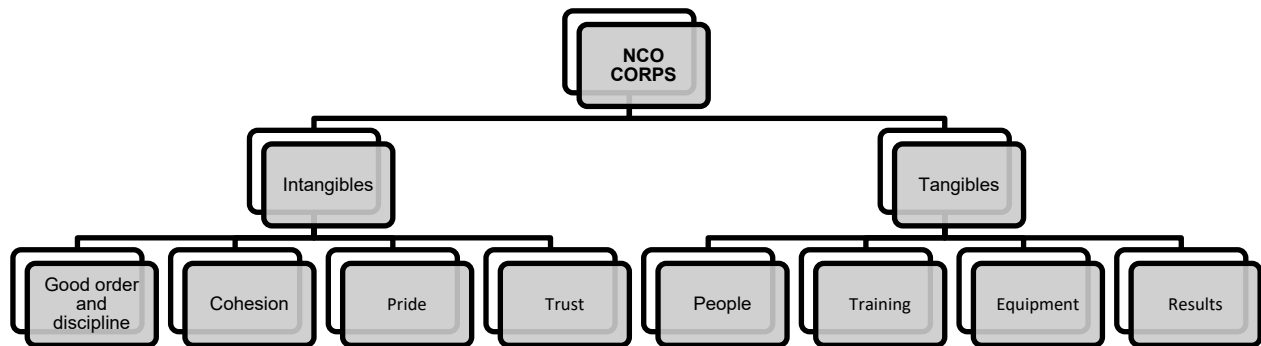
Michael R. Weimer
Sergeant Major of the Army



Randy A. George
General, United States Army
Chief of Staff

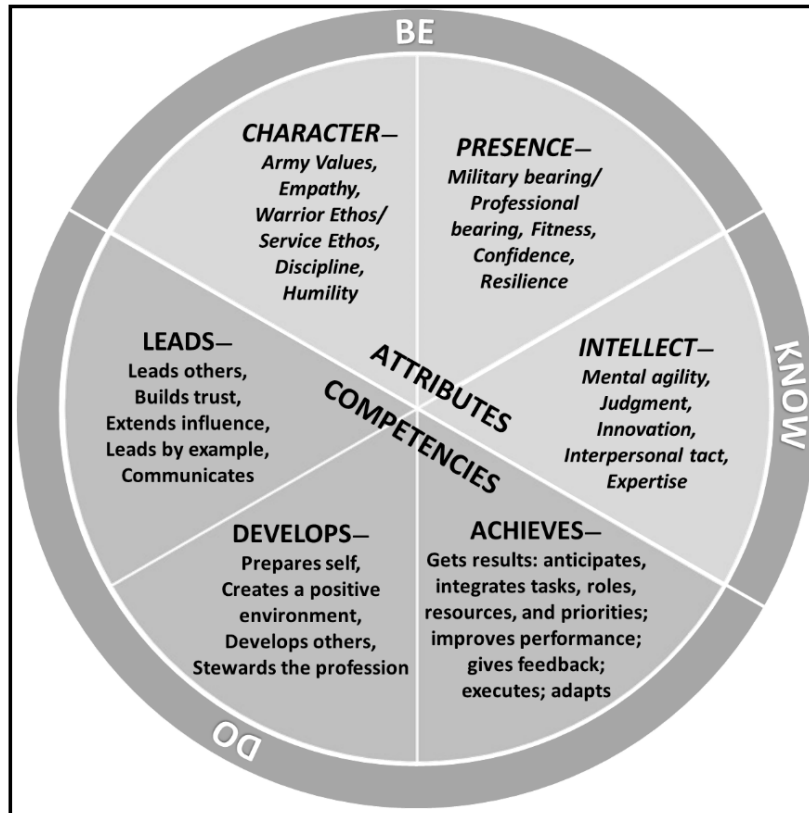
USARCENT NCO VISION

USARCENT NCOs are leaders of the highest character, **committed and competent**, that **master the intangibles** of good order and discipline, cohesion, pride and trust creating a **culture of winning** on any battlefield-anytime- anywhere-and in any condition against all adversaries.



NCOs- Masters of the intangibles

- Good order and discipline
 - We are the Keepers of our standards and discipline
- Cohesion
 - We are the Backbone of the Army -we build cohesive teams.
 - TIMS: "This is My Squad."
- Pride
 - We are proud of the Army, our Soldiers, and our service as Noncommissioned Officers.
- Trust
 - Everything we do should be intended to increase the trust with our own formation.



TC 7-22.7 Figure 3-1. The Army leadership requirements model.

Taking Care of Soldiers

• Leadership is Readiness

- It is our duty as NCOs to ensure our Soldiers are ready to deploy, fight, win, and return home safely.
- Are your Soldiers physically and mentally ready to fight?
- Are they technically and tactically proficient?
- Are they trained and certified to operate and maintain their weapons, equipment and systems?
- Are they administratively ready? DD93? SGLV? Medical? Family Care Plan?

Joint and Army Publications

ADP/ADRP 6-22, Army Leadership Dtd 13 Jul 2019

AR 385-10, The Army Safety and Occupational Program, Dtd 24 Jul 2023

AR 600-20, Army Command Policy, Dtd 6 Feb 2025

AR 600-25, Salutes, Honors, and Visits of Courtesy, Dtd 21 May 2025

AR 670-1, Wear and Appearance of the Army Uniforms and Insignia, Dtd 26 Jan 2021

AR 840-10, Flags, Guidons, Streamers, Tabards, and Automobile and Aircraft Plates, Dtd 17 July 2020

Army Directive (AD) 2025-18 (Appearance, Grooming, and Body Composition Standards)

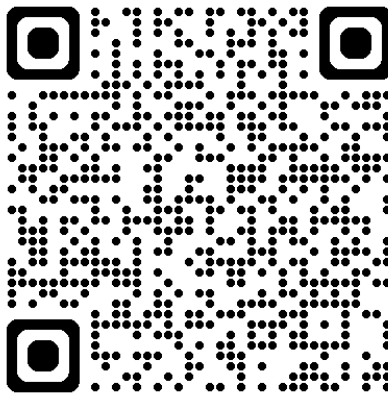
Army Directive 2025-17 (Army Body Fat Standard for Army Fitness Test Score)

Pam 670-1 Guide to the Wear and Appearance of the Army Uniform and Insignia, Dtd 26 Jan 2021

SECWAR Memorandum for Military Fitness Standards, Dtd 30 Sep 2025

SECWAR Memorandum for Grooming Standards for Facial Hair Implementation, Dtd 30 Sep 2025

TC 3-21.5, Drill and Ceremonies, Dtd May 2021



If you walk by a deficiency without correcting it, you have just created a new standard!

**Patton's Own!
Third Always First!!**



U.S. ARMY

**The POC for the USARCENT Standards Book
is the:**

**USARCENT G3 SGM
COMM: 803-885-7344
DSN: 312-889-7344
SVOIP: 302-367-7344**

ASG-Kuwait

<https://www.usarcent.army.mil/About/Units/ASGKuwait/>

ASG-Jordan

<https://www.usarcent.army.mil/About/Units/ASGJordan/>