

UNITED STATES ARMY CENTRAL (USARCENT)

# Standards Book



01 FEBRUARY 23



DEPARTMENT OF THE ARMY  
THIRD ARMY / UNITED STATES ARMY  
CENTRAL 1 GABRESKI DRIVE  
SHAW AIR FORCE BASE, SC 29152-5202

ACCS (600A)

01 February 2023

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.

  
JACINTO GARZA  
CSM, USA  
Command Sergeant Major

  
PATRICK D. FRANK  
Lieutenant General, USA  
Commanding  


## **USARCENT STANDING GUIDANCE**

### **CENTCOM Priorities**

People  
Partnerships  
Innovation

### **CENTCOM Lines of Effort**

1. Deter Iran
2. Counter Violent Extremist Organizations
3. Strategic Competition

### **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 the Forces in Contact (OIR/OES/OSS)  
Set/Reset the Theater  
Materiel Readiness in Theater

## **ARMY VALUES**

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

**DUTY** – *Fulfill your obligations.* The behavior required by moral obligation, demanded by custom, or enjoined by feelings of rightness.

**RESPECT** – *Treat people as they should be treated.* Respect entails feeling and/or showing deferential regard for someone or something.

**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.

**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.

**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.

**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.

### **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.

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## **CHAPTER 1 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 division 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. 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

“Winning matters and People are my number one priority. People are our Soldiers – Regular Army, National Guard, and Reserve - their Families, Civilians, and Soldiers for Life – Retirees and Veterans. We win through our people and we must take care of them...” - **General James McConville, 40th Chief of Staff, Army**

**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.

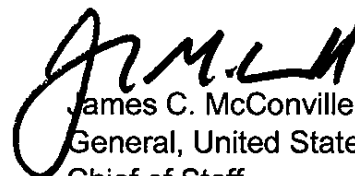
TiMS objectives are tangible and critical requirements leaders at all levels must build, maintain, and improve. MDO requires a diverse Army that understands people and their environments. TiMS objectives build cohesive teams and defeat the impermissible and problematic behaviors that erode our readiness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



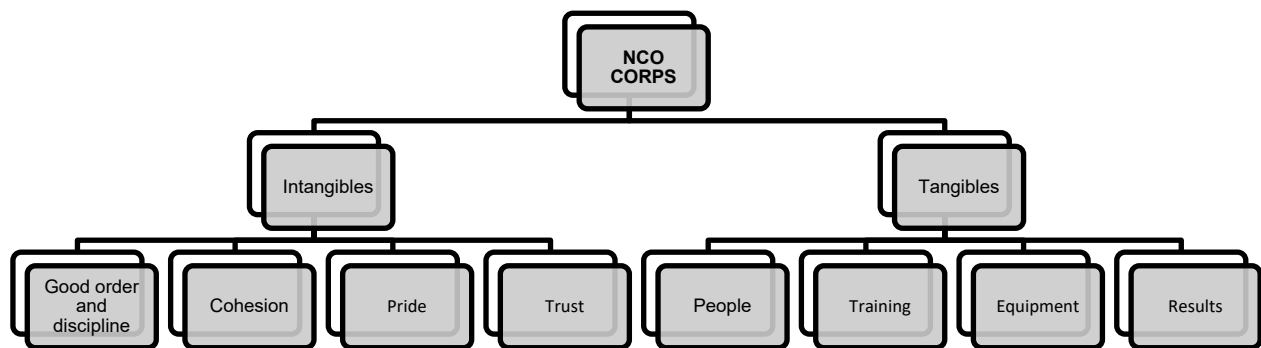
Michael A. Grinston  
Sergeant Major of the Army



James C. McConville  
General, United States Army  
Chief of Staff

## USARCENT NCO VISION

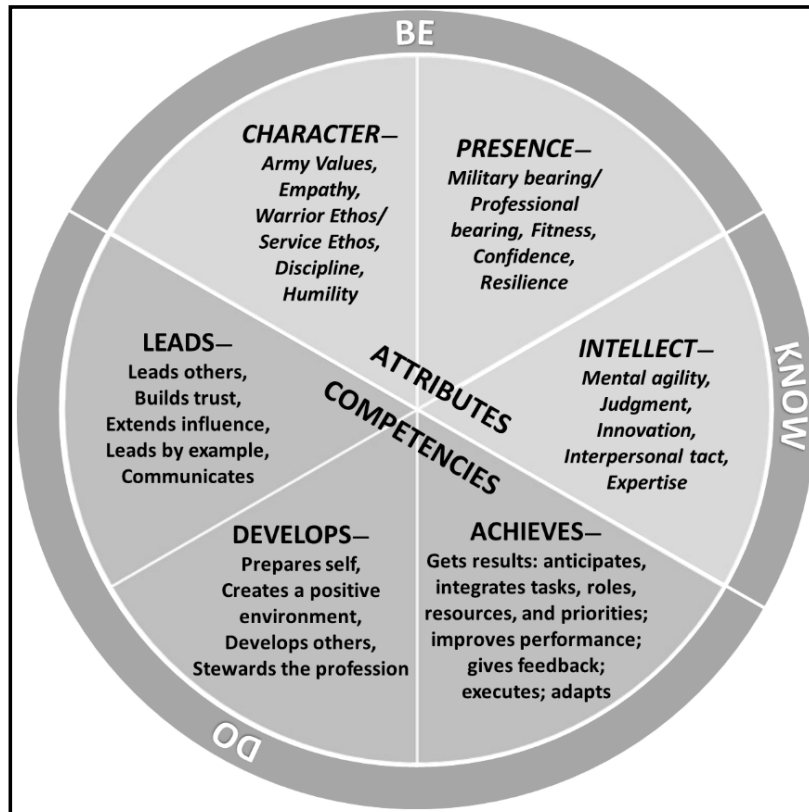
**USARCENT NCOs** are leaders of the highest character, **committed and competent**, that **master the intangibles** of good order and discipline, cohesion, pride and trust creating a **culture of winning** on any battlefield-anytime- anywhere-and in any condition against all adversaries.



### 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?

## **CHAPTER 2**

### **SERVICE MEMBER CONDUCT**

#### **References:**

AR 600-20, Dtd 14 Jul 20, Army Command Policy  
DoD Joint Ethics Regulation 5500.7-R, Dtd 17 Nov 11, including Changes 1-7  
ADP/ADRP 6-22, Dtd 13 Jul 19, Army Leadership  
USARCENT Policy Memorandum: USARCENT Safety USARCENT Operations Order (OPORD) 05-03, (Antiterrorism)

#### **1. General.**

a. As members of the Armed Forces of the United States, we entered into a formal and binding agreement 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. This policy applies to all service members assigned or attached to USARCENT.

#### **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 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 treating everyone with dignity and respect. 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. Service Members will always allow his/her performance to speak for itself.

d. Quiet professionalism is the mark of a true leader. Insults, hazing, or other types of maltreatment are unnecessary, unprofessional, and intolerable.

### 3. Relationships between Soldiers of different grade (IAW AR 600-20).

a. The term "officer" used in this paragraph includes both commissioned and warrant officers (WO) unless otherwise stated. The term "noncommissioned officer" (NCO) refers to a Soldier in the grade of corporal to command sergeant major/sergeant major. The term "junior enlisted Soldier" refers to a Soldier in the grade of private to specialist. The provisions of this paragraph apply to both relationships between Soldiers in the Active and Reserve Components and between Soldiers and personnel of other Military Services.

b. Soldiers of different grades must be cognizant that their interactions do not create an actual or clearly predictable perception of undue familiarity between an officer and an enlisted Soldier or between an NCO and a junior-enlisted Soldier. Examples of familiarity between Soldiers that may become "undue" can include repeated visits to bars, nightclubs, eating establishments, or homes between an officer and an enlisted Soldier, or an NCO and a junior-enlisted Soldier, except for social gatherings, that involve an entire unit, office, or work section. All relationships between Soldiers of different grade are prohibited if they—

- (1) Compromise, or appear to compromise, the integrity of supervisory authority or the chain of command.
- (2) Cause actual or perceived partiality or unfairness.  
Involve, or appear to involve, the improper use of grade or position for personal gain.
- (3) Are, or are perceived to be, exploitative or coercive in nature.
- (4) Create an actual or clearly predictable adverse impact on discipline, authority, morale, or the ability of the command to accomplish its mission.

c. Certain types of personal relationships between officers and enlisted Soldiers, or NCOs and junior enlisted Soldiers, are prohibited. Prohibited relationships include the following:

- (1) Ongoing business relationships between officers and enlisted personnel, or NCOs and junior enlisted Soldiers. This prohibition does not apply to landlord/tenant relationships or to one-time transactions such as the sale of an automobile or house, but does apply to borrowing or lending money, commercial solicitation, and any other type of ongoing financial or business relationship.

Business relationships between NCOs and junior enlisted Soldiers that exist at the time this policy becomes effective and that were authorized under previously existing rules and regulations, are exempt provided the individuals are not in the same unit or chain of command and the relationship does not meet the criteria listed in paragraph 4–14b (1 through 5). In the case of Army National Guard or U.S. Army Reserve personnel, this prohibition does not apply to relationships that exist due to their civilian occupation or employment.

(2) Dating, shared living accommodations other than those directed by operational requirements, and intimate or sexual relationships between officers and enlisted personnel, or NCOs and junior enlisted Soldiers. This prohibition does not apply to the following:

(a) When evidence of fraternization between an officer and enlisted member or an NCO and a junior enlisted Soldier prior to their marriage exists, their marriage does not preclude appropriate command action based on the prior fraternization. Commanders have a wide range of responses available including counseling, reprimand, order to cease, reassignment, administrative action, or adverse action. Commanders must carefully consider all of the facts and circumstances in reaching a disposition that is appropriate. Generally, the commander should take the minimum action necessary to ensure that the needs of good order and discipline are satisfied.

(b) Situations in which a relationship that complies with this policy would move into noncompliance due to a change in status of one of the members (for instance, a case where two junior enlisted members are dating and one is subsequently commissioned or selected to be a WO, commissioned officer, or NCO). In relationships where one of the enlisted members has entered into a program intended to result in a change in his or her status from enlisted to officer or junior enlisted Soldier to NCO, the couple must terminate the relationship permanently or marry within one year of the date of the appointment or the change in status occurs.

(c) Personal relationships between members of the National Guard or Army Reserve, when the relationship primarily exists due to civilian acquaintanceships, unless the individuals are on AD (other than AT), on Full Time National Guard Duty (FTNGD) (other than AT), or serving as a dual status military technician.

(d) Personal relationships between members of the RA and members of the National Guard or Army Reserve when the relationship primarily exists due to civilian association and the RC member is not on AD (other than AT), on FTNGD (other than AT), or serving as a dual status military technician.

(e) Soldiers and leaders share responsibility for ensuring that these personal relationships do not interfere with good order and discipline. Commanders will ensure that personal relationships that exist between Soldiers of different grades emanating from their civilian careers will not influence training, readiness, or personnel actions.

(f) Gambling between officers and enlisted personnel, or NCOs and junior enlisted Soldiers.

(g) These prohibitions are not intended to preclude unit based normal team building or activity based on interaction which occurs in the context of community based, religious, or fraternal associations such as scouting, youth or adult sports leagues or teams; membership in organizations such as the Masons or Elks; religious activities including chapel, church, synagogue, mosque, or religious education; Family gatherings; unit-based social functions; or athletic event. All military personnel share the responsibility for maintaining professional relationships. However, in any relationship between Soldiers of different grade or rank, the senior member is generally in the best position to terminate or limit the extent of the relationship. Nevertheless, all members may be held accountable for relationships that violate this policy.

(h) Commanders should seek to prevent inappropriate or unprofessional relationships through proper training and personal leadership. Commanders have a wide range of responses available should inappropriate relationships occur. These responses may include counseling, reprimand, order to cease, reassignment, or adverse action. Potential adverse action may include official reprimand, adverse evaluation report(s), non-judicial punishment, separation, and bar to reenlistment, promotion denial, demotion, and courts martial. Commanders must carefully consider all of the facts and circumstances in reaching a disposition that is warranted, appropriate, and fair.

#### 4. Personal Conduct.

a. Alcohol. ASG commanders will provide guidance on alcohol policies while in theater.

b. Checks of Barracks. Commanders will ensure that health and welfare inspections are conducted in the barracks on at least a monthly basis for Soldiers stationed in theater. These visits should not be considered inspections but should instead focus on ensuring each Soldier's welfare. During the visits, the Commander will not enter the barracks room without consent except under exigent circumstances such as safety concerns or to conduct a probable cause search.

(1) Soldiers residing in the barracks may not have visitors of the opposite sex while in theater unless they are dual military couples or authorized by the ASG commanders.

(2) Flags/Banners. Properly displayed flags of the Nation, States, and U.S. territories and possessions are permitted. Appropriate regulations as to display, dignity, and respect with regard to the flag of the United States of America will be

(3) followed. Commanders will address other foreign flags with exception to the flag/banner policy – example: an official exchange Soldier from a foreign Army.

(4) Occupancy. The goal is no more than 2 per standard (2 person) room.

(5) Personal Property. Stereos, phones, refrigerators, microwaves, civilian furniture, and bedding are permitted. Units will set standards for use.

(6) Posters, Wall Displays, Screen Savers. Nothing in the rooms will endorse racial intolerance, gang activity, drug activity, or overt sexual activity. Additionally, no items or pictures that degrade national or military leaders will be acceptable as decoration. Examples of offensive and inappropriate displays are: nudity, glorification of drugs and alcohol, racist, extremist, or violent gangs, cruel, inhumane, or displays otherwise incompatible behavior with normal unit cohesion.

(7) Room Arrangements. There are no standard arrangements. Rooms may be arranged and decorated to allow the Soldier maximum freedom but emphasizing cleanliness and property accountability. Units will prohibit unsafe arrangements.

(8) Safety. Units will establish a safety program IAW current directive.

(9) Smoking/Tobacco use (to include the use of electronic cigarettes) is prohibited in all DA-occupied workplaces, IAW AR 600-63, except for designated smoking areas. Designated areas will be at least 50 feet from common points of ingress/egress and will not be located in areas that are commonly used by nonsmokers.

## 5. 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 restricted to the Service Members, other personnel, and facilities of their 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 an 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.**

d. Many military customs compliment procedures required by military courtesy, while others add to the graciousness of garrison life. Violations of customs will bring official censure or disciplinary action. The customs of our military are its common law.

Do's:

- Treat others with dignity and respect
- Make on the spot corrections
- Ask questions if you don't know
- Be a good steward of Army resources
- Be a reliable superior, peer, or subordinate
- Hold everyone accountable, officers as well as enlisted
- Communicate effectively with Soldiers, leaders and families
- Be in the right place, at the right time, in the right uniform
- Ensure Soldiers always present a professional military appearance
- Coach, teach, and mentor to assume the role of the next higher position

Don'ts:

- Talk on your cell phone while walking in uniform
- Stand with hands in pockets
- Lose your military bearing
- Avoid or ignore officers so as not to salute
- Drive or walk during Reveille/Retreat
- Forget to take care of each other
- Compromise your integrity
- Quit or surrender

## **CHAPTER 3**

### **MILITARY CUSTOMS AND COURTESIES**

#### **References:**

AR 600-20, Dtd 14 Jul 20, Army Command Policy  
AR 600-25, Dtd 10 Sep 19, Salutes, Honors, and Visits of Courtesy  
AR 840-10, 17 Jul 2020, Flags, Guidons, Streamers, Tabards, and Automobile and Aircraft Plates  
TC 3-21.5, 20 Jan 12, Drill and Ceremonies

#### **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.**

a. 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.

b. 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.

c. The junior person salutes first, and Service Members will accompany the rendering of the hand salute with the phrase "Patton's Own".

d. When exchanging the salute with Service Members from other units, if the Service Member is first to render the salute, still use the phrase "Patton's Own". If replying to another unit's motto, or an appropriate greeting such as "Good Morning, Sir" or "Good Morning, Ma'am", the senior USARCENT HQ Service Member's response will be "Patton's Own".

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

f. 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.

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

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 NCO 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 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 to eat 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 head dress, 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 head dress and stand at attention until the last note of reveille.

### 5. Retreat:

a. Retreat ceremony consists of two bugle calls, the first is "Retreat" and the second is "The Star-Spangled Banner" or "To the Colors" (Army posts and camps).

b. 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 Star-Spangled Banner" or "To the Colors", when outdoors render the hand salute. Hold that position until the last note of the music.

c. If in civilian clothes with head dress, at the first note of retreat, face the flag (or the music if the flag is not in view), remove head dress and stand at attention. Remain at attention until the last note of "Retreat." At the first note of "The Star-Spangled Banner" 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 Star-Spangled Banner" or "To the Colors." Present Arms is also permitted when in civilian clothes with or without head dress.

#### 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.

## **CHAPTER 4**

### **WEAR AND APPEARANCE OF THE UNIFORM**

#### **References:**

**Army**, AR 670-1, Dtd 26 Jan 2021, Wear and Appearance of the Army Uniforms and Insignia DA Pam 670-1, Dtd 25 May 17, Guide to the Wear and Appearance of the Army Uniform and Insignia

AR 385-10, Dtd 24 Feb 17, The Army Safety Program (Reflective belt) items

**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 ARCENT Command Policy, OP PROT 04, Wear of Reflective Belt/Gear, 27 Jan 09

**MFR CJTF-OIR**, Combined Joint Task Force-Operation Inherent Resolve Standards book, 11 Jan 21

#### 1. On Duty:

a. The U.S. 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 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. While traveling in and out of theater, although on duty, non-military oriented civilian attire should be worn (civilian luggage and carry-on baggage are also encouraged).

c. Uniform Standards: This policy establishes standards for uniform wear, appearance, and conduct for personnel assigned, attached, Tactical Control, Operational Control, Administrative Control, or Temporary Duty (TDY) to USARCENT. All uniform guidance in this handbook is applicable to the Operational Camouflage Pattern (OCP) in the Universal Camouflage Pattern and the Fire Resistant (FR) combat uniform in the Operation Enduring Freedom Camouflage Pattern (OEF-CP).

(1) OCP Patrol Cap: The OCP Patrol cap is the primary headgear for all Soldiers as the duty uniform headgear. The OCP Patrol cap is worn when the 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 OCP cap on the top or the sides. Boonie hat may be worn while deployed to theater. 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 OCP patrol cap. The senior commander officiating retains the authority to prescribe the beret for special events such as parades or changes of command or responsibility. The black beret will be retained and worn with the dress uniforms for Army Service Members still wearing the Army Service Uniform or until 1 October 2027. 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. When name tape is sewn on, rank insignia must be sewn on as well. Only exception is OCP Patrol cap, rank insignia can be sewn on or pinned on in the center of patrol cap.

(2) OCP and Fire Resistant-OCP (FR-OCP): Soldiers may sew on the U.S. Army tape, nametape, rank, and all authorized badges as an option. Hook-and-loop fasteners for U.S. Army tape and name tape may be left on or removed when sewing on the uniform. If worn, badges must be all sewn on or all pinned on the OCP jacket; Soldiers are not authorized to mix sew-on badges with pin on badges. When personnel sew on badges, the following must also be sewn on the combat uniform coat: name tape, U.S. Army tape, and grade insignia. If a name tape, U.S. Army tape or grade insignia is sewn on, then personnel must sew all three of these items on the uniform coat. This requirement does not apply to the patrol cap. If Soldiers choose to sew on U.S. Army name tape, rank or authorized skill badges, it will be at their own expense. Soldiers are not authorized to wear pinned on badges in a field or deployed environment.

(3) Boots: The boots are laced diagonally with tan laces with the excess lace tucked into the top of the boot under the bloused trousers or slacks, or wrapped around the top of the boot. Metal or plastic cleats and side tabs are not authorized for wear. Sewn-in or laced-in zipper or Velcro inserts are not authorized. Rubber or pure polyether polyurethane soles are the only outsole material that currently meets the need for durability and traction on surfaces in multiple environments and temperature ranges. Other materials (that may be of a lighter weight) may have significant problems in these areas.

Belt: The Tan 499 Belt Color is the only authorized belts for wear with the OCP and utility uniforms.

(4) T-shirts: All personnel will wear the tan 499 undershirt with all utility uniforms, except for garrison culinary uniforms. The foliage green undershirt is 100 percent cotton and is authorized for wear in lieu of the tan 499 undershirt by those in jobs that have an associated flame risk or hazard as outlined in CTA 50- 900. The foliage green undershirt is required to support those individuals in armor and aviation fields that cannot wear the tan 499 moisture-wicking undershirt to include fuel handlers and others who handle hazardous materials.

(5) Army Combat Shirt (ACS): The Army Combat Shirt (ACS) is designed to provide flame protection for individual Soldiers, while maximizing breathability, moisture management, and comfort when worn as a system including interceptor body armor and Fire Resistant combat uniform trousers or aircrew combat uniform trousers. It is designed to be worn next to the skin, without a undershirt, in hot weather. This does not preclude wear of female undergarments or undershirts currently approved for wear. This shirt will only be worn in a deployed environment, as approved by the commander.

General guidelines for wear are as follows:

(a) When worn, the ACS will be tucked in at all times.

(b) The nametape and grade insignia will be worn on the right sleeve.

(c) The U.S. flag embroidered insignia will be worn on the left sleeve.

(d) 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 Interceptor Body Armor). Individuals who purchase uniforms or uniform items from commercial sources are responsible for ensuring that the items conform to military specifications or are manufactured in accordance with the policies prescribed by the uniform quality control program (see AR 670-1 for details).

(6) Flag Embroidered Insignia: All Soldiers will wear the full-color U.S. flag embroidered insignia on utility and organizational uniforms, unless deployed or in a field environment. Soldiers will wear the subdued tactical flag insignia while deployed in forward supporting operations or in a field environment.

(7) Gloves: Any military issued gloves or commercial gloves (black, OCP, 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.

(8) Nametapes/Insignia of Grade: The insignia you must wear on your OCP include the U.S. Army tape, nametape, rank, organization patch, and American flag patch. Soldiers may wear the Shoulder Sleeve Insignia-Former Wartime Service, IAW AR 670-1, Appendix F. Officers will not wear branch insignia on the OCP, with the exception of Chaplains. The insignia must be clear and distinctive. If unserviceable, 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 patrol caps. Host Nation language nametapes will be worn when deemed by commanders to be useful in U.S. Host Nation activities as a temporary exception.

(9) Brassards: The only authorized brassards to be worn in the AOR are Military Police, Explosive Ordnance Disposal, Chemical, Biological, Radiological and Nuclear, Criminal Investigation Division and Directorate of Evaluation Standardization sharp ambassadors (unless authorized by commander for Pilot purposes).

(10) Rolled Sleeves OCP: All personnel deployed in the CENTCOM AOR will maintain sleeves down.

(11) Physical Fitness Uniform: "Members of all services must adhere to the regulation physical fitness uniform standards for their respective service. All service personnel will wear their specific Physical Fitness (PT) uniform when conducting unit physical fitness training at regularly scheduled physical fitness time(s). The PT reflective belt/vest is not required while conducting organized PT, unless Soldier(s) are performing road guard duties, for other risk mitigation measures, or when otherwise instructed by leadership. The use of Headphones/earphones will be In Accordance With (IAW) AR 670-1. The Base/ASG Commander will make a determination on when, where, and how civilian clothing is worn considering safety (AR385-10).

(a) While deployed /assigned/ stationed in the CENTCOM AOR no one is authorized to wear the full or part of the Army Physical Fitness Uniform (APFU) outside of military bases at any time. Any footwear of a specific model which has five individual slots, one for each toe, also known as "Five Finger toe running shoes" are prohibited while wearing the APFU. The APFU is authorized for wear on and off duty, on the installation as authorized by installation policy. Individuals may not wear any clothing, to include civilian attire, which easily identifies them as U.S. Service Member. When worn in any post facility, it must be clean and dry. Military uniforms, to include the APFU, will not be mixed with civilian clothes in the CENTCOM AOR.

(b) Unit distinctive t-shirts are authorized for wear by commanders at battalion/squadron level or higher. Service Members are not required to purchase unit t-shirts. Unit shirts are not to be worn with OCP unless it is an authorized tan colored t-shirt.

(12) 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.

(13) Jewelry: The only jewelry authorized for wear while in uniform is a wrist watch, wrist identification bracelet (MIA/KIA/Medical Allergy, made of engraved metal) and not more than two (2) rings on each hand (a wedding set is considered one). 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.

(a) 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. Soldiers may wear an activity tracker, pedometer, or heart rate monitor (unless prohibited by commander, in training or field environment and in compliance with CENTCOM Policy).

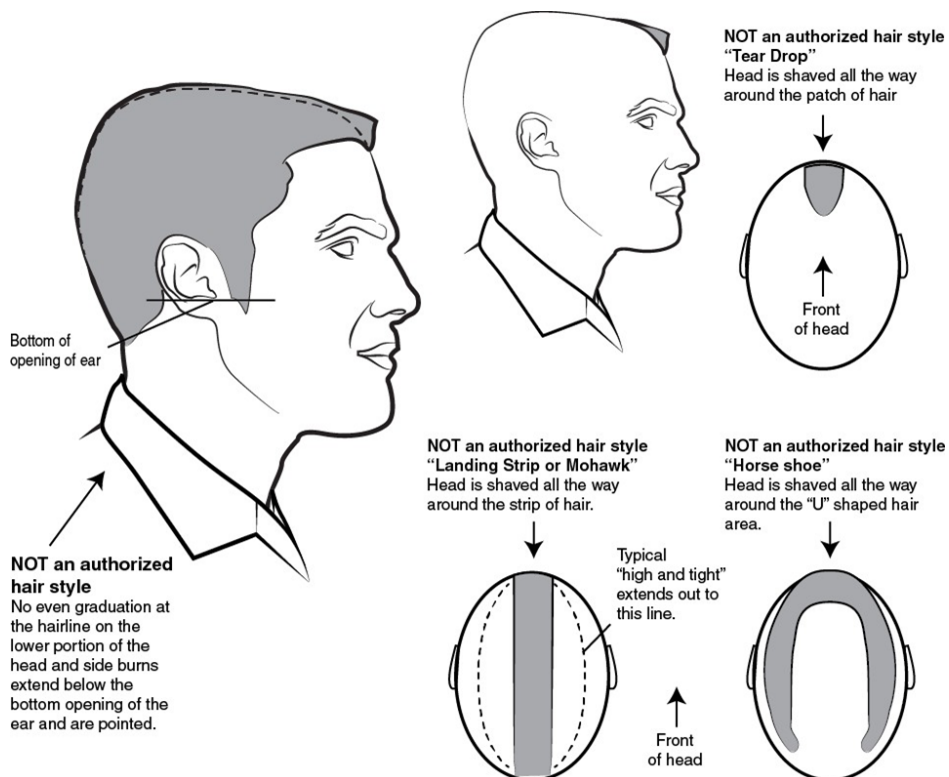
(14) Hair Grooming IAW AR 670-1, paragraph 3-2: Male and Female Soldiers are authorized to wear highlights (a uniform blend of colors) with natural colors as long as it represents a professional and natural appearance. Colors must blend naturally together as to not display a vast difference between shades of natural colors (ie. natural black hair with blonde highlights/streaks is not authorized). A prohibited/unnatural color such as but not limited to; purple, blue, green, pink, bright red, and fluorescent/neon colors. This also applies to hair extensions, wigs, and hairpieces.

(a) Minimum Hair Length: The hair must present a tapered appearance and Soldiers who have a texture of hair that does not part naturally may cut a part into the hair (no wider than 3mm in width), or style the hair with one part. The part will be one straight line, not slanted or curved, and will fall in the area where the Soldier would normally part the hair. Soldiers will not shape or cut designs into their hair or scalp.

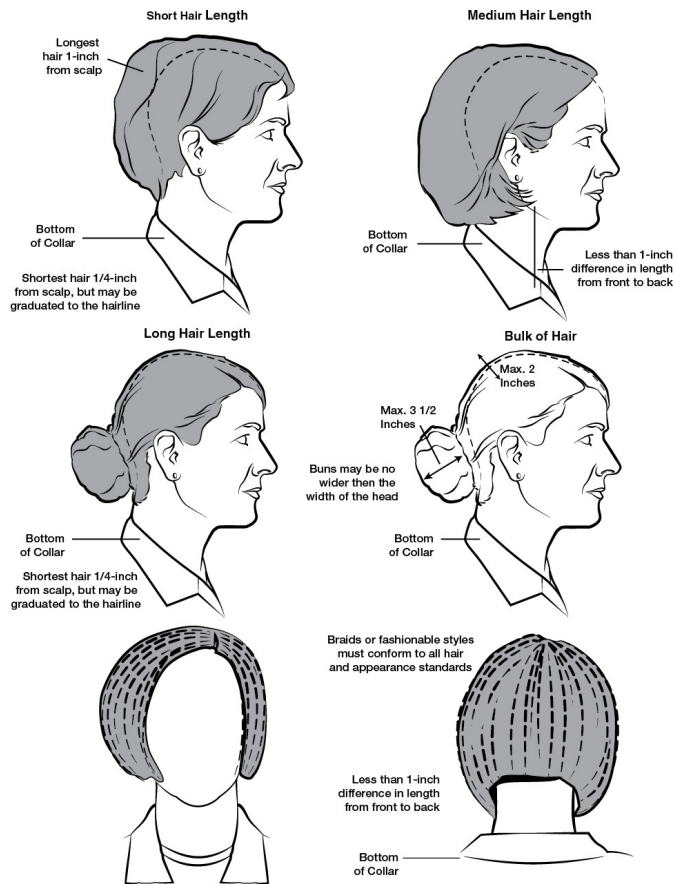
(b) Ponytails: Female Soldiers may wear ponytails in all uniforms. Hair will be neatly and inconspicuously fastened or secured in either a bun, singular ponytail, two braids or singular braid. Multiple locs, braids, twists or cornrows may come together in one or two braids or a single ponytail. Braids and singular ponytails may be worn down the center of the back in all uniforms, but length will not extend past the bottom of the

shoulder blades when standing at the position of attention. There is no minimum length for the wear of a ponytail or braid(s). The only exceptions on the length of the ponytail or braid(s) are while conducting tactical or physical training in the ACU or APFU. The length of the secured hair should not hinder Soldier's performance and/or increase risk to safety. No portion of the bulk of the hair, as measured from the scalp, will exceed 2 inches (except a bun, which is worn on the back of the head (centered) and may extend a maximum of 3 1/2 inches from the scalp and be no wider than the width of the head). In all uniforms, the unsecured hair will be worn centered in the back of the head (placement of ponytail will not be on the side or on top of the head), be wider than the width of the head, and will not interfere with proper wear of authorized army headgear.

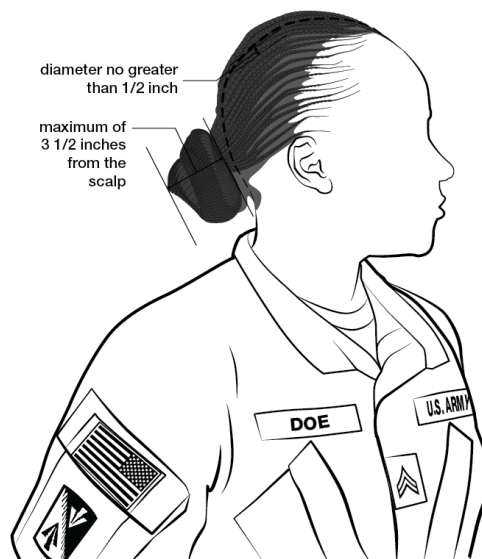
(c) Multiple Hairstyles: Female Soldiers may wear "multiple" hairstyles at once as long as they are neat in appearance and doesn't impact the proper wear of headgear and equipment. Example, braided twists or loc hair style with a side twist to secure hair placed in a ponytail or two single cornrows encompassing all the hair going into a ponytail or a bun in the back of the head. Also, remove the restrictions of braids, cornrows, twists, and locs having the same dimensions and same approximate size of spacing between them.



Ref. AR 670-1 **Figure 3-1. Male grooming standards**



Ref. AR 670-1 **Figure 3–3. Female hairstyle standard**



Ref. AR 670-1 **Figure 3–4. Measurement figure**



(15) Lipstick: Female Soldiers may wear solid color shades of lipstick that are not extreme. Extreme colors include but are not limited to; purple, bright pink, bright red, gold, blue, black, hot pink, green, yellow, ombre and fluorescent/neon colors. Natural colors to include tinted glosses are authorized. The optional wear of lip liner, colors must match the shade of lipstick being worn.

(16) Nail Polish: Female soldiers are authorized to wear solid color shades of nail polish that are not extreme. Extreme colors include, but are not limited to, purple, bright pink, red, gold, blue, black, hot pink, green, yellow, white, grey, ombre, and fluorescent/neon colors, to include French manicure. Colors that are authorized to wear include but are not limited to nude/natural shades, American manicure and light pink. Nail shapes that are extreme and not authorized are ballerina, stiletto, arrow, and coffin. Square and rounded nails are authorized. Male Soldiers are authorized to wear clear nail polish. Male Soldiers will keep nails trimmed so as not to extend beyond the fingertip. Female Soldiers will not exceed a nail length of 1/4 inch as measured from the tip of the finger.

(17) Earrings: "Female Soldiers are generally authorized to wear earrings in USCENTCOM AOR. Soldiers are not permitted to wear earrings in Countries designate as IDP, or any time a Soldier is participating in tactical/Combat Training (Helmet/IBA), Physical Training, a Range, or Safety Mitigation Factors at the discretion of the commander." Earrings will not be worn during physical fitness, or locations where access to normal hygiene is not available. Earrings are not authorized in the APFU. Female Soldiers are authorized the optional wear of earrings in the Operational Camouflage Pattern (OCP). Stud earrings may be screw-on, clip on, or post- type earring in gold, silver, or clear diamond. Diamonds can be single or clustered. Pearls are not authorized to wear in the OCP, but are authorized in formal attire (service or dress uniform). The earring will not exceed 6mm or 1/4-inch in diameter, and they must be unadorned (plain), spherical (round), or square (ex. Princess cut). When worn, the earrings will fit snugly against the ear. Hoop, two-sided, or drop earrings are not authorized. Female Soldiers may wear earrings only as a matched pair, with only one earring per standard ear lobe. Earrings are not authorized to be worn in the cartilage, industrial, transverse lobe, tragus, or conch part of the ear.

(18) Tattoos: All tattoos that are of extremist, racist, indecent and sexist in nature are unauthorized IAW AR 670-1 paragraph 3-3.

(19) Eyeglasses and Sunglasses: Conservative civilian prescription eyeglasses are authorized for wear with all uniforms. Conservative prescription and non- prescription sunglasses are authorized for wear when in a garrison environment, except while indoors. Individuals who are required by medical authority to wear sunglasses for medical reasons, other than refractive error, may wear them, except when health or safety considerations apply. Commanders may authorize sunglasses in formations or field environments, as appropriate. Eyeglasses or sunglasses that are trendy or have lenses or frames with conspicuous initials, designs, or other adornments are not authorized for wear. Soldiers may not wear lenses with extreme or trendy colors, which include, but are not limited to, red, yellow, blue, purple, bright green, or orange. Lens colors must be traditional gray, brown, or dark green shades. Personnel will not wear lenses or frames that are so large or so small that they detract from the appearance of the uniform. Personnel will not attach chains or ribbons to eyeglasses. Eyeglass

restraints (to include bands) are authorized when required for safety purposes. Personnel will not hang eyeglasses or eyeglass cases on the uniform and may not let glasses hang from eyeglass restraints down the front of the uniform. Glasses may not be worn on top of the head at any time. Soldiers are authorized to wear ballistic spectacle eye protection issued by the Army, including lens colors or logos that do not comply with above restrictions, in garrison or field environments unless otherwise directed by their chain of command. Tinted or colored contact lenses are not authorized for wear with the uniform. The only exception is for opaque lenses that are prescribed medically for eye injuries. Clear lenses that have designs on them that change the contour of the iris are not authorized for wear with the uniform. Contact lenses may be restricted by the commander for safety or mission requirements.

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

Bags, handbags, purses, and backpacks: Items are authorized, but must adhere to the following criteria:

If Soldiers choose to wear a shoulder bag while in uniform, the bag must be black or match the camouflage pattern uniform being worn, and may not have any commercial logos. The contents of the bag may not be visible; therefore, see-through plastic or mesh bags are not authorized. Soldiers may carry authorized bags by hand, on one shoulder using a shoulder strap, or over both shoulders using both shoulder straps. No straps will cross the Soldier's torso.

(21) Hand carried bags will be conservative and professional in appearance. Bags (to include civilian gym bags, civilian backpacks, or other similar civilian bags) must be carried only in the hand if they do not meet the above criteria. DA Pam 670–1 provides additional descriptions and wear occasions for handbags.

(22) Cellular Phones: Soldiers may wear an electronic device on the belt, belt loops, or waistband of the uniform. Only one electronic device (for example, cell phone) may be worn. The body of the device may not exceed the size of a Government issued electronic device, and the device and carrying case must be black; no other colors are authorized. If security cords or chains are attached to the device, Soldiers will conceal the cord or chain from view. Other types of electronic devices are not authorized for wear on the uniform, unless medically prescribed. If the commander issues and requires the use of other electronic devices in the performance of duties, the Soldier will carry them in the hand, pocket, briefcase, purse, bag, or some other carrying container. Soldiers are not authorized to wear wireless or non-wireless devices/earpieces, walk while talking on the phone while wearing Army uniforms. Hands-free devices while operating a commercial or military vehicle (to include a motorcycle or bicycle) are allowed if not otherwise prohibited by policy or law in accordance with AR 385–10.

(23) Uniform Appearance: At no time will Service Members un-blouse their boots except when conducting waterborne operations or as a control implemented as a result of an approved risk assessment, as approved by the commander.

## 2. Off-Post:

a. Wear of Uniform Attire: Service Members and DoD Civilians may wear the duty uniform when traveling off-post for official business from one U.S. or Host Nation secured location to another U.S. or Host Nation secured location. No stops, convenience

or otherwise, are authorized when traveling in the duty uniform, unless there is an emergency. If Service Members or DoD Civilians make a stop of any kind, at any location other than a US or Host Nation secured location, they will wear civilian attire. Soldiers should follow local Force Protection measures, Embassy and BOS-I guidance.

b. 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.

### 3. CJTF-OIR Uniform Standard.

a. Personnel operating on CJTF-OIR installations will adhere to their directed policies for standards of appearance and dress. All Service Members, Coalition Partners, and Civilians are members of a professional organization, where discipline is judged partly by the manner in which they consistently wear their prescribed uniform or attire. Given the threats to the force that exist in CJTF-OIR, all PPE will be worn IAW the uniform posture of the day. Civilian attire is not authorized as daily wear or weekend wear, including when off duty. The CJTF-OIR Commander is the only one who can authorize the wear of Civilian attire on a daily basis. This is not a Garrison Post; persistent threats exist. The only exception is for the actual conduct of PT, as described in paragraph 10.

b. During specified “high threat windows,” all personnel will wear their helmet and body armor.

c. Service Members may wear only those items prescribed by their Service Regulation(s) or contained in current authorization documents as being an authorized uniform, accessory, or insignia. Authorized duty uniforms are: Flame Resistant Army Combat Uniform (FRACU) in Operational Camouflage Pattern (OCP), Army Aircrew Combat Uniform (A2CU), Marine Corps Combat Utility Uniform (MCCUU), Airman Battle Uniform (ABU), and the Desert Flight Suit (DFS), including flame retardant variations of these uniforms. Individuals in medical units may wear the Hospital Duty Uniform. Service Members should wear appropriate civilian attire while traveling on commercial aircraft.

d. Coalition Partners will wear the uniforms of their respective countries in accordance with applicable regulations promulgated by their nation’s military. Given the threat of IDF, Coalition partners will also wear PPE in accordance with guidelines set forth in this document.

e. Civilians may wear the uniform issued by their command or contract. A professional image in uniform is imperative. Individuals must blouse their boots and fasten all buttons, snaps, and zippers, and wear all items IAW Service standards. Exceptions to this are Service designators such as “Safety” or “Contractor,” that personnel may wear along with the appropriate triangle insignia. Mixing Service Uniforms or civilian attire is not authorized. A General Officer may approve the wear of headgear identifying alternative affiliation when wearing a military uniform. Failure to follow this policy may result in the revocation of the privilege of wearing the uniform or other administrative actions as appropriate. While wearing the uniform, males and females will ensure their hair presents a neat, groomed appearance.

Hairstyles that detract from the professional appearance and extend beyond the bottom edge of the collar are prohibited. Beards will be neatly trimmed. Per their employment contract, all contractors must comply with the Combatant Commander's orders, directives, and instructions, including those related to force protection, security, health, safety, or relations and interactions with local nationals. This includes the requirement to wear the proper PPE.

d. Service Members that work in military occupational specialties associated with hazardous materials and / or flame risk are authorized to wear the flame-resistant t-shirt (standard 100% cotton) during the execution of their duties.

e. Combat Boots. Individuals will wear boots in accordance with their service regulations.

f. Seasonal and Safety Uniforms and Equipment.

(1) Individual Protective Equipment (Advanced Combat Helmet (ACH) / equivalent service helmet and body armor) must be always accessible within ten minutes (uniform status one).

(2) Army Service Members may wear the black or coyote fleece cap when temperatures are below 38 degrees Fahrenheit or as directed by the commander for operational necessity. Air Force personnel will follow AFI 36-2903 and AFCENTI 36-2903. Service Members may wear those items under the ACH or equivalent service helmet during the above prescribed decrease in temperature. Service Members may not wear their service specific cold weather gear in any combination with PTUs / service specific PTUs. Service Members may not wear the PTU fleece cap with short sleeve PTU / service specific PTU t-shirts. Service Members may not wear the coyote fleece cap with the Army PTU. When wearing the fleece cap while in service uniform, SMs should also have on cold weather jacket and gloves. The same applies to the PTU.

(3) Individuals must wear helmets (ACH or equivalent service helmet for Service Members), gloves, and goggles on all HLZs while personnel are loading and unloading and conducting sling load operations. The proper static electricity discharge wand is mandatory for use during any sling load operation.

(4) Service Members, Coalition Partners, and Civilians driving or riding in any tactical vehicle must wear an ACH / service equivalent helmet and Authorized Protective Eyewear List (APEL)-approved eye pro or goggles. BDE CDRs or separate TF CDRs can make the decision whether Service Members wear an IOTV or plate carriers with ESAPI based on the mission, terrain, and distance traveled dismounted. Individuals must wear earplugs, gloves, and protective ballistic eyewear on all operations. Commanders may prescribe additions to this uniform as mission / training dictates. Headphones will not be used while operating a gunnery-turret in a tactical vehicle.

Combat Uniform items in field exercise and tactical environments.



TAPS/FLC: IFAK will be placed on Soldiers non-firing side, all other pouch placement is dependent on mission set and Leader guidance.

Helmet cover fitted to the ACH.



Base plate screwed to front of ACH with helmet band fitted under the base plate.



Helmet Band: Name on left side, Battle roster number on right side, cat eyes on rear. (Name and battle roster number can be sewn on or legibly written)



Name tape sewn onto outer flap of Assault Pack.



Name tape sewn onto outer flap of Large Rucksack.



Full combat uniform: IOTV/Plate Carrier, ACH, Eyepro, Earpro, Gloves and Knee pads.



Nametape and rank affixed to hook and loop fastener.



## **CHAPTER 5**

### **WEAR OF CIVILIAN 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 DA 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. All Liaison Officers and forward deployed personnel will also adhere to Local Area Support Group policies and procedure policy letters. For updated guidance, reference USARCENT Policy Memorandum 2019-06 USARCENT Off-Post Travel Policy.

#### **2. Civilian Clothing (AR 670-1 Para 3-9)**

a. **Wear of Civilian Attire.** Service Members and DoD Civilians will wear civilian attire when traveling off-post for recreation. Civilian clothing must be appropriate for the event as determined by the Joint Service Committee, Area Support Group/Base Commander or Unit Commander. No shorts, tank tops, offensive, vulgar, ripped, pants with holes, military issued items (i.e. uniform pants, T-shirt, etc.) or items with a U.S. Military camouflage pattern/logo including bags will be worn or carried; no exceptions are authorized.

b. When on duty in civilian clothes or off duty and outside of their personal dwelling, Army personnel will present a professional image that does not detract from the profession, unless specifically exempted by the commander for specific mission requirements.

c. Soldiers are associated and identified with the Army in and out of uniform and when on or off duty. Therefore, when civilian clothing is worn, Soldiers will ensure that their dress and personal appearance are commensurate with the high standards traditionally associated with Army service. Commanders are charged with determining and publishing the local civilian clothing policy.

d. When civilian clothing has been authorized by competent authority for wear in a duty status in lieu of a uniform, the civilian clothing will be of the same comparable degree of formality as the uniform prescribed for such duty. Standards of dress and appearance will be conservative and meet the same high standards established for personnel in uniform IAW AR 670-1.

e. Uniform items that have been declared obsolete may be worn with civilian clothing, provided such items contain no distinctive insignia or buttons.

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

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, zipped, or fastened).

c. Footwear: Athletic or walking shoes or sandals will not be worn with or without socks. Male and females are not authorized to wear thong type footwear (except for shower shoes that are specifically designed for showering).

4. Unauthorized Civilian Clothing: The following articles of civilian clothing and/or appearance are inappropriate for wear on military installations:

a. Clothing that is designed primarily to be worn as nightwear/sleepwear (to and from latrines only).

b. 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.

c. 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.

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

e. Bare/exposed feet in any facility are prohibited, except where no footwear is appropriate, such as swimming pools.

5. Off-Post Attire: When conducting military business off military installations in the AOR, civilian attire must be worn and must be conservative in nature, adhering as closely as possible to the local customs and culture.

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 color 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/mid-drift, and the cleavage area.

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) 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. Suspension: Commanders are authorized to suspend the wear of civilian clothing for individuals who fail to adhere to civilian clothing as outlined.

7. Civilian Clothing Allowance (CCA) (AR 700-84 Chapter 8)

a. Service Members directed by competent authority to dress in civilian clothing more than half the time when performing official duty, as a military requirement, are eligible to apply for a CCA. The CCA program applies to USAR and ARNG personnel on orders to active duty over 179 days.

b. Officers are **NOT** eligible for a CCA if they are TDY or TCS from a CONUS location.

(1) Example 1: An Officer permanently assigned to Germany on TCS orders to Kuwait **IS** authorized a CCA if the other requirements are met.

(2) Example 2: An Officer on PCS orders from Texas to Kuwait **IS** authorized a CCA if the other requirements are met.

(3) Example 3: An Officer permanently assigned to Virginia on TCS orders to Kuwait **IS NOT** authorized a CCA, regardless of rank or duty position.

c. **ETPs are NOT authorized**, in any circumstance, to the CCA regulation.

d. CCA requests will not be approved when the justification includes traveling from one military installation to another. Making unnecessary stops (lunch/shopping) when traveling between military installations does not justify a CCA request.



e. CCA requests require specific verbiage in the memo. Review the "CCA Request Guidance" prior to CCA submission. Incorrect memos and packets will be returned to the unit for correction. Examples are available on the USARCENT G1 portal page, [https://portal.arcent.swa.army.mil/coord\\_staff/G1/SitePages/cca.aspx](https://portal.arcent.swa.army.mil/coord_staff/G1/SitePages/cca.aspx).

## **CHAPTER 6**

### **SAFETY/FORCE PROTECTION**

#### **References:**

AR 385-10, the Army Safety Program 24 Feb 17  
ATP 5-19, Composite Risk Management 8 Sep 14  
DA PAM 385-1, Small Unit Safety Officer/Noncommissioned Officer Guide 23 May 13  
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, 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 USARCENT 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. Issued personal protective equipment:**

(1) Fluorescent or reflective Personal Protective Equipment will be provided to and used by all personnel who are exposed to traffic hazards as a part of their assigned duties: for example, road guards, traffic control personnel, road construction crews, personnel conducting police call, electricians, or telephone repair personnel working on outside overhead lines.

(2) Troop formations, during periods of reduced visibility, will post front and rear guards 30 meters in front and to the rear.

(3) Troop formations moving on roadways during periods of darkness will be provided flashlights with wand or luminescent chemical lights.

#### **e. 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: The leading cause of deaths or serious injuries involves a Personally Owned Vehicle, Non-Tactical Vehicle, or military vehicles. It is essential that we take an active role in preventing this needless loss of our most precious resource.

(a) 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.

(b) 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.

(c) Vehicle commanders, drivers, and assistant drivers of combat tactical vehicles, not equipped with a windshield will wear eye protection. This requirement also applies when the windshield is in the down position.

(d) 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.

(e) Tactical vehicle drivers will keep low beam lights on at all times when on public roadways outside military installations except where Status of Forces Agreement (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.

(f) 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.

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

(h) Validate minimum operating requirements (e.g., driver's license, insurance, dispatch, safety inspection, and appropriate specialized training for operations –

(authorization memo is required for Kuwait NTV travel below grade of E9, WO4, and LTC). Ensure leader/supervisor complete an inspection checklist when initially assigned and routinely conduct periodic inspections.

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

(j) 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.

(k) 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. All personnel must have their Common Access Card (CAC) on self at all times (with ID tags). 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.

(l) Reflective belts: Reflective belts are required to be worn while, running on roads during the hours of darkness. Reflective belts must be worn at all times while operating a bicycle.

(m) Earphones/Headphones: Service Members may wear earphones/headphones while conducting individual physical training indoors. At the Forward Command Post – headphone usage authority is with the post commanders.

(n) When bicycling on roadways on DoD installations during hours of darkness or reduced visibility, bicycles will be equipped with operable headlights and taillights, and the bicyclist will wear a reflective upper outer garment.

(o) Bicyclists will adhere to local laws/regulations/Command policy for traffic safety.

2. Off-post Travel applies to all military personnel (all Services) and DoD Civilians within the USARCENT AOR who are assigned, attached, OPCON, ADCON, or TACON to USARCENT and personnel who fall under the Commander, USARCENT TACON for Force Protection.

a. Off-Post Residence. Military personnel and DoD Civilians living off-post must obtain installation access documentation from the servicing ASG Department of Emergency Services or Installation Commander.

b. Two Person Rule. Service members and DoD Civilians traveling off-post will travel with an additional DoD Military, Civilian, Contractor or Host Nation Representative.

Those residing off-post are exempt from this requirement when traveling between their residence and place of duty.

c. **Wear of Civilian Attire.** Service members and DoD Civilians will wear civilian attire when traveling off-post for recreation. Civilian clothing must be appropriate for the event as determined by the JSC, ASG/Base Commander or Unit Commander.

## Appendix A

### **ARMY 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

**Camp Arifjan MP Desk:** 318-430-1343

**Afrijan Off-Post Cell Emergency:** 2221-9911

**OPCEN Emergency Contact Info:** 803-885-8086/8063

**Other Local Emergency Numbers:**

**Agency**

**Phone Number**


## Appendix B

### **SEXUAL HARASSMENT ASSAULT REPORTING PROGRAM**

1. 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.

2. 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 misconduct. Although unrestricted reporting is encouraged, it is the victim's decision and they have two reporting options: restricted and unrestricted.

a. **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.

b. **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 (CID).

c. **Regardless of the reporting choice, victims are entitled to the same medical care and treatment.**

3. Sexual Assault Coordinators are available 24/7, during and after duty hours.

The contact information is listed below:

USARCENT Sexual Assault Response Coordinator (Shaw

AFB): Primary #: Cell: 803-607-6197

ALT #: Cell: 803-464-2866

USARCENT SARC Hotline#: 803-468-5079

USARCENT 24 hr Hotline (Kuwait) #: 318-430-7477.

USARCENT 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).**

4. **DoD Safe Helpline** (Sexual Assault Support for DoD Community):

[www.SafeHelpline.org](http://www.SafeHelpline.org), call: 877- 995-5247, Text 55-247, 202-470- 5546 OCONUS

## Appendix C

### **MILITARY EQUAL OPPORTUNITY (MEO) COMPLAINT PROCESS**

1. The MEO Program formulates, directs, and sustains a comprehensive effort to maximize human potential and to ensure fair treatment for all Soldiers based solely on merit, performance, and potential in support of readiness. MEO philosophy is based on fairness, justice, and equity. Commanders are responsible for sustaining a positive EO climate within their units. Specifically, the goals of the MEO Program are to:

- a. Build and maintain a cohesive, combat ready Army which is focused and determined to accomplish its mission.
- b. Provide support to Soldiers, both on and off-post, and within the limits of the laws of localities, states, and host nations.
- c. Ensure MEO exists for all Soldiers.
- d. Ensure every Soldier is treated with dignity and respect.

2. The U.S. Army will provide EO and fair treatment for military personnel and Family members without regard to race, color, sex (to include gender identity), religion, national origin, or sexual orientation, and provide an environment free of unlawful discrimination and offensive behavior. This policy:

- a. Applies both on and off post, during duty and non-duty hours.
- b. Applies to working, living, and recreational environments (including both on and off- post housing).

3. Discrimination has absolutely no place on the USARCENT team. Victims of discrimination has three reporting options to dispose of an EO Complaint Formal, Informal, and Anonymous.

- a. Anonymous Complaint. Complaints where the complainant remains unidentified may be handled as either an informal or a formal complaint.
- b. Informal Complaint. Report inappropriate behavior without initiating a full investigation. This may be most appropriate for minor infractions, where the complainant simply want behavior to stop.
- c. Formal Complaint. Written complaint filed using a DA Form 7279 and can be filed with any of the following – Chain of Command, Equal Opportunity Advisor,



Inspector General, Housing Referral Office, Judge Advocate General, Criminal Investigative Division, Chaplain, or Medical Agency. An Army 15-6 investigation will

d. be initiated by command in all formal EO complaints.

e. Complaint must be filed within 60 days of incident. Those filed after the 60 days may be pursued at the Commander's discretion IAW AR 600-20 Chapter 6.

4. USARCENT Military Equal Opportunity Advisors contact information is listed below: USARCENT MEO Team: Primary #: Comm: 803-885-7126/8637 DSN: 312-889-7126/8637; USARCENT FCP#: DSN 318-430-4047  
USARCENT EO & Harassment Hotline: (803) 885-7163/ (312) 889-7163 USARCENT MEO Email: [usarmy.shaw.usarcent.list.mcp-eo.all@mail.mil](mailto:usarmy.shaw.usarcent.list.mcp-eo.all@mail.mil).

## Appendix D

### COUNSELING

#### 1. Monthly Counseling: (Junior Enlisted Soldiers)

- a. Counseling is the process used by leaders to review with a subordinate the subordinate's demonstrated performance and potential
- b. Counseling is one of the most important leadership development responsibilities for Army leaders. The Army's future and the legacy of today's Army leader's rests on the shoulders of those they help prepare for greater responsibility.
- c. Initial (Reception and Integration) counseling for enlisted Soldiers should be conducted within the first 72 hours of arrival to unit. Soldiers should receive at minimum performance counseling at the end of every month on the standard DA Form 4856. For additional information refer to FM 6-22 Table 7-42.

#### 2. Quarterly Counseling: (NCOs and Officers)

- a. If the rated Soldier is recently assigned to the organization, the rater may use the counseling to outline a duty description and performance objectives. This discussion gives the rated Soldier a guide for performance while learning new duties and responsibilities in the unit of assignment, or requirements in achieving military or civilian academic standards.
- b. If the rater is recently assigned, this first counseling may be used to ask the rated Soldier for an opinion of the duty description and objectives. By doing this, the rater is given a quick assessment of the rated Soldier and the work situation. It will also help the rater develop the best duty description and performance objectives for the rated Soldier.
- c. For officers, DA Form 67-9-1 (or equivalent) is used throughout the rating period. DA Form 67-9-1a (or equivalent) will be used along with the DA Form 67-9-1 (or equivalent) for officers in the ranks of CPT, LT, CW2, and WO1. DA Form 67-9-1a is optional for other ranks.
- d. For NCOs, DA Form 2166-9-1A will be used to document the required initial and quarterly NCO counseling, professional development throughout the rating period, and to prepare the final evaluation.
- e. All Officers and NCOs will receive an initial counseling from their rater within 72 hours of arrival to unit. Every leader will receive counseling on the required support forms quarterly IOT evaluate individual's performance throughout the rated period. For additional information, refer to AR 623-3 and/or DA Pam 623-3.

## Appendix E

### Authorized Protective Eyewear List

#### Spectacles

##### ESS CROSSBLADE

NSN: 4240-01-678-7124 (RG)  
NSN: 4240-01-678-7130 (Naro)  
NSN: 4240-01-678-6068 (Deluxe)

##### ESS CROSSBOW

NSN: 4240-01-630-8327

##### ESS ROLLBAR

NSN: 4240-01-630-8249

##### ESS ROLLBAR

NSN: 4240-01-630-8249

##### REVISION SAWFLY

NSN: 4240-01-607-7512 (SM)  
NSN: 4240-01-527-4051 (RG)  
NSN: 4240-01-527-4018 (LG)

##### REVISION STINGERHAWK

NSN: 4240-01-630-6503  
NSN: 4240-01-674-8647 (LG)

##### REVISION SHADOWSTRIKE

NSN: 4240-01-678-6069

##### HONEYWELL (UVEX) XC

NSN: 4240-01-516-5361

##### OAKLEY SI BALLISTIC M-FRAME 3.0

NSN: 4240-01-630-6064

##### OAKLEY SI BALLISTIC M-FRAME 2.0

NSN: 4240-01-525-3095

##### OAKLEY M-FRAME ALPHA

NSN: 4240-01-678-6048

##### OAKLEY SI BALLISTIC HNBL

NSN: 4240-01-701-7266

##### WILEY X VALOR

NSN: 4240-01-630-7802

##### WILEY X GRAVITY

NSN: 4240-01-701-2897

##### WILEY X VAPOR

NSN: 4240-01-665-0678 (SM)  
NSN: 4240-01-630-7493 (RG)  
NSN: 4240-01-665-0701 (LG)

#### Transition Eyewear

##### E-TINT CTRL MS1(Spectacles)

NSN: 4240-01-657-5292 (RG)  
NSN: 4240-01-657-5301 (LG)

##### E-TINT CTRL MG1(Goggles)

NSN: 4240-01-657-5312

#### Goggles

##### ESS INFLUX

NSN: 4240-01-630-6343

##### REVISION DESERT LOCUST

NSN: 4240-01-592-8619

##### WILEY X SPEAR

NSN: 4240-01-630-6712

#### Cold Weather Goggles

##### WILEY X SPEAR THERMAL

NSN: 4240-01-678-6131

##### REVISION SNOWHAWK

NSN: 4240-01-678-2516 (BLACK)  
NSN: 4240-01-678-6120 (TAN)

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

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



**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>**