

3rd Infantry Division, Fort Stewart, Hunter Army Airfield (HAAF), and Wright Army Airfield (WAAF)

Personnel - General



The Blue Book

Standards of the 3rd Infantry Division, Fort Stewart, HAAF, and WAAF



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Headquarters, 3rd Infantry Division
Fort Stewart, GA.
01 JUNE 2022

By Order of the
Commanding General:

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Major General, USA
Commanding

Official:

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CSM, USA
Division Command
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Summary. This pamphlet educates and informs uniformed service members of the 3rd Infantry Division, Fort Stewart, Hunter Army Airfield (HAAF), and Wright Army Airfield (WAAF) of Division and Installation policies.

Applicability. This book applies to all United States service members, Active, Reserve, and National Guard, assigned to the 3rd Infantry Division or training on Fort Stewart, HAAF, or WAAF. All 3rd Infantry Division Soldiers that reside on other installations will comply with the host installation standards and policies should policies conflict.

Proponent and Exception Authority.

The proponent is the Division Command Sergeant Major. The exception authority does not apply to this publication.

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SECTION ONE

Commanding General Intent

a. The Commanding General's Intent for the 3rd Infantry Division, Fort Stewart, Hunter Army Airfield, and Wright Army Airfield Standards Book. Exceptional units are a cohesive group of disciplined Soldiers and Leaders that continuously strive to be experts in their craft. The 3rd Infantry Division has a 102-year legacy of warfighting excellence. Our charge is to continue to be ready to answer our Nation's call wherever and whenever it comes.

b. My intent is to have a simple set of standards that Leaders use to develop disciplined and effective units capable of accomplishing their assigned missions. Leaders need to assess each situation and apply the standards in this document and common sense to enable their operations. I expect Leaders at each echelon to build trust and exercise disciplined initiative to make their formations better every day. I do not intend for this document to limit Commanders' options, but rather to provide them with latitude based on their respective formations and requirements.

c. Dogface Soldiers- A Dogface Soldier is a FIT, TRAINED, and DISCIPLINED Soldier, who will FIGHT, for their BATTLE BUDDY and UNIT. This involves tough, caring, gritty, and engaged junior Leaders that are trained and ready to FIGHT and WIN in today's volatile, tough, uncertain, and complex environment. "Rock of the Marne!"

CSM, USA
Command Sergeants Major

Major General, USA
Commanding

1. Purpose.

This Blue Book will inform Soldiers, Noncommissioned Officers, and Officers of the Marne Division, Fort Stewart, Hunter Army Airfield, and Wright Army Airfield about expectations for individual discipline, appearance, conduct, and military courtesy as established by Army regulations and policies.

2. Applicability.

This Blue Book applies to all U.S. service members assigned to Fort Stewart, Hunter Army Airfield, and Wright Army Airfield. Any 3rd Infantry Division Soldiers that reside on other installations will comply with the host installation standards and policies, should policies conflict. Although not intended as a punitive document, this Blue Book contains provisions from Army regulations, such as AR 670-1, that are punitive and will be enforced accordingly.

3. Responsibilities.

Commanders and Leaders are held responsible to ensure Soldiers present a professional appearance, both on and off duty. Soldiers will take pride in their

appearance and always conduct themselves properly. Leaders are required to read and understand this pamphlet, brief their Soldiers, and enforce these standards. Leaders at all levels will ensure all Soldiers have access to the Marne Standards. All Soldiers will have access to the Marne Standards. Soldiers will download and carry a digital copy on their smart phones or carry a printed hard copy- both are acceptable.

4. Vision Statement.

The 3rd ID is the Hammer of America's Contingency Corps. All 3rd ID units are trained and ready to deploy, fight, and win at first contact. We provide combat ready forces to combatant Commands that are trained, equipped, manned, and maintained to meet mission requirements. Our Soldiers and Families are integrated into a supportive community that has pride in being the home of the Marne Division.

5. General.

Every Soldier will have access to the Marne Standards, live the Army Values, and treat others with dignity and respect. Do not tolerate or engage in sexual, racial, or other types of discrimination or harassment. Be technically and tactically proficient. Seek to become an expert in your MOS or Branch and assigned duty position. While absolute uniformity cannot be expected, personnel must project a military image that leaves no doubt that they live by a common standard and are responsible for military order and discipline. Only uniforms, accessories, and insignias prescribed by AR 670-1, as approved by Headquarters, Department of the Army, or contained in current authorization documents, are worn by U.S. Army personnel. No item governed by the regulation is altered in any way that changes the design or intent of the item. There is NO Garrison or field standard- just the Army standard.

6. 3rd Infantry Division Mission and Vision.

The 3rd Infantry Division builds lethality, Leaders, and readiness in order to execute worldwide operations in support of Army and Combatant Command missions in all theaters.

7. 3rd Infantry Division Commanding General's Enduring Priorities.

a. Personnel Readiness.

Every Dogface Soldier must be ready to defeat the enemy and win the fight at first contact. That means we must be competent in our basic skills as Soldiers and experts in our MOS. This requires the discipline to ensure we are fit and resilient.

b. Sustainment.

Maintenance, logistics, and sustainment form the core of our ability to deploy, fight, and win. We cannot survive on the battlefield without planning and resourcing our sustainment. Fully mission capable (10/20) is our maintenance standard. This is a Commander's responsibility at every echelon. Put on your coveralls, as I expect Leaders to be present in the motor pools, conducting maintenance to standard. It is my responsibility to resource your maintenance operations (funding, parts and time) to meet 10/20 standards.

c. Training.

The foundation of our training are the basic combat skills every Soldier needs to survive and win in combat. Our NCOs are the primary trainers of our individual skills for every Soldier in our formations, to include our Officers. If we cannot fight at the Platoon level, we cannot win as the Army's premier Division. The 3rd Infantry Division will prioritize resources and efforts that focus on lethal Platoons and trained Companies, Troops, and Batteries. It is my responsibility to set the conditions for your units to meet these standards.

d. Our Community.

Our community starts with our people: the Soldiers, Families and DA Civilians who serve in our great Division and in the greater Fort Stewart, Fort Benning and Hunter AAF communities. From our gate guards to our schools' teachers and CDC care givers; to artillery, tank, and Bradley Crews; across our Garrisons and from Platoon to Division HQs, everyone in our community deserves to be treated with dignity and respect. We all deserve to have a community of which we are proud to be a part. Working with our great Garrison, local and state officials, it is my responsibility to set the climate and conditions for our community.

e. Setting Conditions for the Future.

Our Army is at an inflection point as we continue to build readiness to fight in Large Scale Ground Combat Operations (LSGCO). An integral part of building that readiness is modernization and our ability to rapidly deploy across the world. Starting in FY21, the 3rd Infantry Division will begin to modernize our formations, making us the most modernized and lethal Division in the Army. We must begin setting those conditions now.

8. End state.

All 3rd Infantry Division units are trained and ready to deploy, fight, and win at first contact. We provide combat ready forces to Combatant Commands that are trained, equipped, manned, and maintained to meet mission requirements. Our Soldiers and Families are integrated into a supportive community that has pride in being the home of the Marne Division.

SECTION TWO

THE DIVISION PATCH

The 3rd Infantry Division shoulder sleeve insignia consists of three diagonal white stripes, 5/16" wide and 5/16" apart, superimposed diagonally upon a dark blue field 2 1/4" square. When worn on the left sleeve, the three stripes should run from the upper, rear corner downward to the front, lower corner. The clear field of blue stands for the loyalty, steadfastness and undying devotion to the principles of right and justice by the American Soldier. The three clear-cut, white stripes stand dually for the three operations up to the signing of the Armistice of 11 November 1918, of which the 3rd Division took part (Marne, St. Mihiel and Meuse-Argonne), and for the numerical designation of the Division. One of the basic facts considered in the design was the striking appearance of any design that embodied the use of equal stripes as shown to the world by the flag of our country.

MEDALS OF HONOR

WORLD WAR I - Medals of Honor – 2 WORLD WAR II - Medals of Honor – 40

KOREAN WAR - Medals of Honor – 13

OPERATION IRAQI FREEDOM- Medal of Honor – 2

The 3rd Infantry Division has received 61 medals, more than any other Division in the Army.

DECORATIONS

Presidential Unit Citation (Army), Streamer embroidered COLMAR

Presidential Unit Citation (Army), Streamer embroidered IRAQ 2003

Meritorious Unit Commendation (Army), Streamer embroidered IRAQ 2007 -2008

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

Meritorious Unit Commendation (Army), Streamer embroidered AFGHANISTAN 2012 - 2013

French Croix de Guerre with Palm, World War II, Streamer embroidered COLMAR

French Croix de Guerre, World War II, Fourragere,

Republic of Korea Presidential Unit Citation, Streamer embroidered UIJONBU

CORRIDOR Republic of Korea Presidential Unit Citation, Streamer embroidered IRON

TRIANGLE Chryssoun Aristion Andrias (Bravery Gold Medal of Greece), Streamer embroidered KOREA.

CAMPAIGN STREAMERS

World War I

Aisne

Aisne-Marne

St. Mihiel

Meuse-Argonne

Champagne 1918

World War II

Algeria-French Morocco (with
arrowhead)
Tunisia
Sicily (with arrowhead)
Naples-Foggia

Anzio (with arrowhead)
Rome-Arno
Southern France (with arrowhead)
Rhineland
Ardennes-Alsace
Central Europe

Korean War

CCF Intervention
First UN Counteroffensive
CCF Spring Offensive
UN Summer-Fall Offensive

Second Korean Winter
Korea Summer-Fall 1952
Third Korean Winter
Korea Summer 1953

War on Terrorism

Iraq:
Liberation of Iraq
Transition of Iraq
Iraqi Governance
National Resolution

Iraqi Surge
Iraqi Sovereignty
New Dawn
Afghanistan:
Transition I

3rd INFANTRY DIVISION HISTORY

The 3rd Infantry Division is based at Fort Stewart, Fort Benning, and Hunter Army Airfield, Georgia. Its current organization includes two Armored Brigade Combat Teams, one Aviation Brigade and support elements, one Division Artillery Brigade, and one Sustainment Brigade. The Division boasts a storied history of valorous service in World War I, World War II, Korea, and Operations Iraqi Freedom and New Dawn. Additionally, units from the Division deployed and fought in Operation Desert Storm and Enduring Freedom. It was the first conventional U.S. unit to enter Baghdad during the 2003 invasion and the first Division to serve four tours in Iraq. This outstanding combat record was earned at the high price of more than 50,000 wartime casualties. Sixty-one members of the 3rd Infantry Division have been awarded the Medal of Honor, more than any other Division.

World War I

The 3rd Infantry Division was constituted 12 November 1917 in the Regular Army as Headquarters, 3rd Division and organized on 21 November 1917 at Camp Greene, North Carolina, for service in World War I. Eight months later, it saw combat for the first time in France. At midnight on 14 July 1918, the Division earned its nickname on the banks of the Marne River. The final push of the German “Peace Offensives” threatened Paris, leading to the emergency commitment of the Division to the lines under French Command. The 7th Machine

Gun Battalion rushed to the town of Château-Thierry amid retreating French and held the Germans back at the Marne River.

While surrounding units retreated, the 3rd Infantry Division, under the Command of Major General Joseph T. Dickman, remained rock solid and earned its reputation as the "Rock of the Marne." General "Black Jack" Pershing said the Division's performance was one of the most brilliant in U.S. history. The Division went on to play a significant role in both the St. Mihiel and Meuse-Argonne offensives, the two major operations that inflicted mortal blows to Imperial Germany. During the war, two members of the Division were awarded the Medal of Honor.

World War II

The 3rd Division is one of the few American Divisions that fought the Axis on all European fronts and was among the first U.S. combat units to engage in offensive ground combat operations during World War II. The Division first saw action as a part of the Western Task Force in the North African invasion, landing at Fedala on 8 November 1942, before capturing half of French Morocco. Eight months later, on 10 July 1943, the Division made an assault landing on Sicily, fought its way into Palermo — even outpacing the armor units — and raced on to capture Messina, thus ending the Sicilian campaign. Nine days after the Italian invasion, on 18 September 1943, the 3rd ID landed at Salerno and in intensive action drove to and across the Volturno River and to Cassino. After a brief rest, the Division was ordered to hit the beaches at Anzio, 22 January 1944, where for four months it maintained its toehold against furious German counterattacks. On 29 February 1944, the 3rd ID fought off an attack by three German Divisions.

In May, the Division broke out of the beachhead and drove on to Rome. It then went into training for the invasion of Southern France. On 15 August 1944, otherwise known as the "Forgotten D-Day," the Division landed at St. Tropez, advanced up the Rhone Valley, through the Vosges Mountains, and reached the Rhine at Strasbourg by late November. After maintaining defensive positions, it took part in clearing the Colmar Pocket beginning on 23 January 1945. In seven weeks of intense fighting, eight 3rd ID Soldiers were awarded the Medal of Honor while crushing the German forces preparing to act as the southern pincer by attacking Allied forces defending in the Battle of the Bulge.

On 15 March, the Division struck the Siegfried Line south of Zweibrücken, smashing through the defenses. It then crossed the Rhine on 26 March 1945, before taking Nuremberg in fierce block-by-block fighting, from 17-20 April. The 3rd then pushed on to take Augsburg and Munich and was in the vicinity of Salzburg when the war in Europe ended. The 3rd Division suffered more combat deaths in World War II than any other U.S. Division, and the third highest among modern U.S. Divisions, behind only the 2nd Infantry Division in the Korean War and the 1st Cavalry Division in the Vietnam War.

Korean War and the Cold War

During the Korean War, the Division was known as the "Fire Brigade" of Eighth Army for its rapid response to crises. The 3rd Infantry Division had been headquartered at Fort Benning

along with its 15th Infantry Regiment. Following the decision to repel the North Korean invasion, the 3rd Infantry Division was initially sent to Japan where, as the Far East Command Reserve, it planned post-conflict occupation missions in northern Korea.

In Japan the unit's strength was increased by the augmentation of South Korean Soldiers. After the commitment to Korea at the port of Wonson, the 65th Infantry Regiment — a unit of the Puerto Rican National Guard — joined the Division as its third regiment. The entire Division then moved north to Hungnam and Majon-dong. The purpose-built Task Force Dog, commanded by Assistant Division Commander, Brigadier General Armistead D. Mead, advanced to conduct a relief in place and support the withdrawal of 1st Marine Division and Regimental Combat Team 31 from the Chosin Reservoir. The 3rd Infantry Division's TF Dog was the rear guard, keeping the pressure off of the Marine column. The Division established, along with the 7th Infantry Division, a collapsing perimeter around the port of Hungnam until the last of X Corps was off the beach. The port of Hungnam was blown up to deprive the enemy the use of those facilities as the last of the 7th, 15th, and 65th Infantry units boarded ships. The Division went on to support combat missions of the Eighth Army until 1953, when it was withdrawn. Throughout the war, the Division fought valiantly, receiving ten Battle Stars, and adding eleven more Medal of Honor recipients to the Division's list of heroes.

Germany

From April 1958 to April 1996, the Marne Division was stationed with the VII Corps in West Germany near the Czech border westward throughout various towns including Würzburg, Schweinfurt, Kitzingen, and Aschaffenburg. In August 1961, a few days after the Berlin Wall was erected, a reinforced Company from the 7th Infantry Regiment in full battle gear was ordered to travel along the autobahn from Aschaffenburg to West Berlin. This was to assert the right of U.S. forces to travel unhindered from West Germany across the western part of East Germany to West Berlin. After the Berlin Wall was built, it was not known if the East German forces would attempt to impede or restrict the movement of US troops when crossing East Germany while trying to reach West Berlin. The unit arrived in West Berlin without incident, confirming the right of free passage.

In November 1990, Soldiers of the 3rd Infantry Division were once again called into action. Following Iraq's invasion of Kuwait, more than 6,000 Marne men and women deployed with the 1st Armored Division as part of Operation Desert Storm. Later, nearly 1,000 Soldiers deployed to southeastern Turkey and northern Iraq to provide comfort to Kurdish refugees. In late spring of 1991, the Division supplied senior Officers and Noncommissioned Officers, along with a Military Police Company to Task Force Victory (Forward). Stationed in Kuwait, the Task Force was to provide Division-level support to the 11th Armored Cavalry Regiment. They returned to their home units in early September 1991.

Fort Stewart

As part of the Army's reduction to a ten-Division force, the 24th Infantry Division was inactivated on 15 February 1996 and reflagged to become the 3rd Infantry Division at Fort Stewart, Fort Benning, and Hunter Army Airfield, Georgia. The Division repeatedly

demonstrated its capability by deploying Battalion- and Brigade-sized units to Kuwait, Egypt, Bosnia, and Kosovo in partnership training and peacekeeping missions.

Iraq – Operation Iraqi Freedom and Operation New Dawn

In 2003, the Marne Division demonstrated that it was the premier mechanized force in the world. Although some elements were already present in Kuwait, the remainder deployed in a matter of mere weeks. Leading the advance up the Euphrates River Valley, the 3rd Infantry Division crushed several fiercely defended positions before reaching Saddam International Airport and the Al Faw Palace on the western side of Baghdad in early April. It was at this time that Sergeant First Class Paul R. Smith earned the Division's first Medal of Honor since the Korean War with his extraordinary valor while nearly single-handedly repelling an enemy counterattack. Several days later, the 2nd Brigade made two daring "Thunder Runs" into the middle of Baghdad, the second of which culminated in the toppling of the Saddam Hussein statue with a mechanized recovery vehicle. During the second Thunder Run, Colonel David Perkins, Spartan Brigade Commander, recommended to Major General Buford "Buff" Blount that the unit remain in the city rather than returning. This suggestion was boldly accepted by General Blount and Lieutenant General William J. Wallace, the V Corps and Ground Component Commander (GCC). This decision might have cut weeks or months from the fight against Saddam Hussein.

Following the fall of this regime and further operations in Baghdad and Anbar, the Division returned to the U.S. in August 2003. In 2004, the 3rd Infantry Division reorganized as part of the Army's transformation. This change entailed a shift from three maneuver Brigades to four "units of action," with an Infantry, Armor, Cavalry, and Artillery Battalion in each. In January 2005, the 3rd Infantry Division returned to Iraq as Multi-National Division Baghdad (MND-B), headquartered at Camp Liberty. The 1st and 3rd Brigades of the 3rd Infantry Division were placed under control of the 42nd Infantry Division and later under the 101st Airborne Division in MND-North. Meanwhile, the 4th Brigade incorporated the California Army National Guard's 1st Battalion, 184th Infantry Regiment and the Hawaii Army National Guard's 2nd Battalion, 299th Infantry Regiment. The Division redeployed to Fort Stewart and Fort Benning in January 2006.

By early 2007, the entire Division had returned to Iraq as part of the "Surge." The Division Headquarters became the core of a newly formed Multi-National Division-Central (MND-C) that was to operate in the "southern belts" on the edge of Baghdad. Operations followed the "clear-hold-build" methodology that produced a notable reduction of violence that was consolidated by numerous patrol bases throughout the area. At various points throughout the deployment, MND-C included 4th BCT, 25th Infantry Division (Airborne); 2nd BCT, 10th Infantry Division (Mountain); 3rd BCT, 101st Airborne Division; and the 2nd, 3rd, and 4th Heavy BCTs of the 3rd ID, the 3rd Combat Aviation Brigade, 214th Fires Brigade and a Brigade from the Republic of Georgia. At this same time, the Division's 1st HBCT served in Anbar Province under the Command of a Marine Corps Headquarters. The Division Headquarters redeployed to the U.S. in May 2008.

Under the new modular organization, the 3rd Infantry Division deployed its Headquarters and BCTs to different locations throughout 2009 and 2010. Major events during this period included the National Parliamentary Elections in March 2010, the transition from Operation Iraqi Freedom to Operation New Dawn in September 2010, and for the Division Headquarters and 2nd BCT, the establishment of the Combined Security Mechanism, a tripartite security agreement that brought together the Iraqi Security Forces and Kurdish Pesh Merga. This series of deployments marked the fourth time the Division deployed to Iraq, the most of any Division.

- The Division Special Troops Battalion served as the core of Multi-National Division- North (later U.S. Division-North) from November 2009 to November 2010
- 1st HBCT served in Baghdad from January to December 2010
- 2nd HBCT served in Ninewa from November 2009 to October 2010.
- 3rd HBCT served in five different provinces south of Baghdad.
- 4th Infantry BCT, following its conversion in 2009 from an HBCT, deployed to Anbar Province in the summer of 2010.

Afghanistan – Operation Enduring Freedom and Operation Resolute Support

The 3rd Infantry Division's role in Operation Enduring Freedom has been characterized by the flexible and modular nature of the elements that make up the whole of the Division. The 3rd Combat Aviation Brigade deployed to Afghanistan in November 2009 in support of Operation Enduring Freedom X, becoming the first element of the Marne Division to serve in Afghanistan. Task Force Falcon also commanded subordinate aviation units from Afghanistan, Poland, Czech Republic, Korea, and France.

From September 2012 to July 2013, Major General Robert B. Abrams commanded Regional Command South as Headquarters elements of the 3rd ID deployed to Afghanistan for the first time. The 3rd ID became Combined Joint Task Force 3 for the deployment. Major General John M. Murray led 3rd ID from 2013 to August 2015 as the Division transformed itself again, this time into a lighter and smaller force with the inactivation of two BCTs. Many of the Division's Soldiers deployed on training missions to Afghanistan, Kuwait, Africa and Europe under his watch.

Major General James Rainey assumed Command of the 3rd ID on 01 August 2015 while the Division Headquarters elements were deployed to Afghanistan as Joint Task Force 3. On 16 August 2017, Major General Leopoldo A. Quintas Jr. led the 3rd ID again to Afghanistan, this time assuming the role as U.S. Forces-Afghanistan and later transitioning roles to Deputy Commander of Operations-Resolute Support. The Division was accompanied by both its 3rd Sustainment Brigade and 3rd Combat Aviation Brigade. In addition, the 2nd IBCT began its transition as the fifteenth Armored Brigade Combat Team in the Army.

Marne Heroes, Past & Recent

Garlin M. Connor (WWII)

First Lieutenant Garlin M. Conner became the fifty-sixth Medal of Honor Recipient from 3rd ID, and the fortieth 3rd ID Soldier to receive the Medal of Honor for actions during World War II.

Conner was born on 02 June 1919 and raised in rural Clinton County, Kentucky. With the nearest high school almost 15 miles away, Conner's formal education ended in eighth grade. He spent his teenage years working on his Family's farm and served in the Civilian Conservation Corps when he enlisted in the Army, 01 March 1941, at Fort Lewis, Washington. Following Basic Training, Conner was assigned to the 3rd Battalion, 7th Infantry, 3rd Infantry Division. After several months of training, Conner and the 3rd ID deployed on 23 October 1942. During Conner's service, he fought for 28 months on the front lines in ten campaigns, participated in four amphibious assault landings, was wounded seven times and earned a battlefield commission.

Conner's awards and decorations include the Distinguished Service Cross, the Silver Star with three Bronze Oak Leaf Clusters, the Bronze Star Medal, the Purple Heart with two Bronze Oak Leaf Clusters, the Army Good Conduct Medal, the American Defense Service Medal, the American Campaign Medal, the European-African-Middle Eastern Campaign Medal with Bronze Arrowhead and two Silver Service Stars, the World War II Victory Medal, the Presidential Unit Citation with one Bronze Oak Leaf Cluster, the Combat Infantryman Badge, the Expert Infantryman Badge, the French Croix de Guerre, the French Fourragere and the Honorable Service Lapel Button-WWII.

After spending over two years in nearly continuous combat, Conner was honorably discharged from the Army on 22 June 1945.

Conner returned home to Clinton County after his discharge to a parade in his honor, where he met Pauline Lyda Wells. After a one-week courtship, they were married. Conner ran a 36-acre farm in Clinton County, Kentucky, where he and Pauline raised their son, Paul. For several years, he served as president of the local Kentucky Farm Bureau, and he and Pauline volunteered their time to help disabled veterans receive their pension benefits. Conner died in 1998 at the age of 79.

Audie Murphy (WWII)

Audie Leon Murphy was a legend in his own time. He was a war hero, movie actor, writer of country and western songs, and poet. His biography reads more like fiction than fact. He lived only 46 years, but he made a lasting imprint on American history. Audie was born on a sharecropper's farm in North Texas on 20 June 1924. As a boy, he chopped cotton for one dollar a day and was noted for his feats of daring-do and his accuracy with a gun. He had only five years of schooling and was orphaned at age 16.

After being refused enlistment during World War II in both the Marines and Paratroopers for being too small at 5', 5" and underweight at 110 lbs., he enlisted in the U.S. Army a few days after his 18th birthday. After Basic Training at Camp Wolters, Texas, and Advanced Training at Fort George G. Meade, Maryland, Audie was sent overseas. He was assigned to the famous 15th Infantry Regiment of the 3rd Infantry Division, where he fought in North Africa, Sicily, Italy, France, and Germany. He earned a battlefield commission for his courage and Leadership ability as well as citations and decorations, including every medal for valor that America gives. He was also awarded three French and one Belgian medals. Lieutenant Audie Murphy was the highest decorated Soldier in American history.

Discharged from the Army on 21 September 1945, Audie went to Hollywood at the invitation of movie star James Cagney. He remained in California for the rest of his life and was closely associated with the movie industry, both as an actor and a producer. He acted in 44 films, starring in 39 of them. His best-known film was "To Hell and Back," adopted from the bestselling book of his war experiences by the same name. Most of his movies were westerns. In 1955, Audie Murphy was voted the Most Popular Western Actor in America by the Motion Picture Exhibitors.

Audie wrote the lyrics to 16 country and western songs, the most popular of which was "Shutters and Boards," written with Scott Turner in 1962. The song was recorded by over 30 pop singers, including Jerry Wallace, Dean Martin, and Porter Wagoner. He was an accomplished poet, but unfortunately only a few of his poems have survived. In 1950, Audie joined the 36th Infantry Division ("T-Patchers") of the Texas National Guard and served with it until 1966. He was a Mason and a Shriner and belonged to several Veteran organizations. Audie Murphy was killed in a plane crash on a mountaintop near Roanoke, Virginia, on 28 May 1971. Fittingly, his body was recovered two days later, on Memorial Day. Audie could very well be the last American war hero. He was the greatest combat Soldier in the 200-plus year history of the U.S.

SFC Paul R. Smith (OIF I)

Paul Ray Smith was born on 24 September 1969, in El Paso, Texas. At the age of nine, his Family moved to South Tampa, Florida, where he attended public schools. He enjoyed sports, liked cats, skateboarding, riding bicycles, and playing pranks with friends and his younger sister, Lisa. He particularly enjoyed football, which instilled the importance of being a part of a Team and motivated his natural Leadership abilities.

Upon graduating from Tampa Bay Vocational Technical High School in 1988, he joined the Army and attended Basic Training at Fort Leonard Wood, Missouri. As his mother wrote in his biography for a dedication ceremony in Orlando, he had begun living his dream: he was assigned to Germany, met, and married his wife, Birgit, had two children, and was "doing what he was born to do- lead American Soldiers."

Sergeant First Class Smith served as a Combat Engineer and was deployed to Kuwait during the Persian Gulf War, Bosnia- Herzegovina, Kosovo, and finally to Operation Iraqi Freedom. Smith joined the 11th Engineer Battalion in 1999 and immediately became an integral part of Bravo Company. When he deployed with his Platoon to Kosovo in May 2001 as part of the KFOR 3A rotation, Smith was responsible for daily presence patrols in the highly populated town of Gnjilane. In the spring of 2002, he was promoted to Sergeant First Class and completed the Advanced Noncommissioned Officer Course in August 2002. In January 2003, Smith returned from leave to prepare his men for rapid deployment to Kuwait as part of the 3rd Infantry Division's buildup for Operation Iraqi Freedom. Smith took a strict approach to training his men, ensuring that his Platoon was proficient in handling weapons and prepared for urban combat.

Bravo Company crossed the border on 19 March and traveled more than 300 kilometers in the first 48 hours of the war as part of the lead Company in support of Task Force 2-7 Infantry. On the night of 3 April, Smith and his men passed through the Karbala Gap towards Baghdad International Airport where Bravo Company, 11th Engineer Battalion of Task Force 2 -7 were involved in a firefight with Iraqi forces. Violently attacked by a Company sized enemy force, Smith reacted to the vulnerability of over 100 fellow Soldiers. He quickly orchestrated a defense. Fearing the enemy would overrun their defenses, Smith moved to man a .50 caliber machine gun mounted on a damaged armored personnel carrier. In total disregard for his life, he maintained his position to engage the attacking enemy force.

In view of his heroic acts, Smith was awarded the Medal of Honor. The citation reads: *“Sergeant First Class Paul R. Smith distinguished himself by acts of gallantry and intrepidity above and beyond the call of duty in action with an armed enemy near Baghdad International Airport, Baghdad, Iraq on 4 April 2003. On that day, Sergeant First Class Smith was engaged in the construction of a prisoner of war holding area when his Task Force was violently attacked by a Company-sized enemy force. Realizing the vulnerability of over 100 fellow Soldiers, Sergeant First Class Smith quickly organized a hasty defense consisting of two Platoons of Soldiers, one Bradley Fighting Vehicle and three armored personnel carriers. As the fight developed, SFC Smith braved hostile enemy fire to personally engage the enemy with hand grenades and anti-tank weapons and organized the evacuation of three wounded Soldiers from an armored personnel carrier struck by a rocket propelled grenade and a 60mm mortar round. Fearing the enemy would overrun their defense, SFC Smith moved under withering enemy fire to man a .50 caliber machine gun mounted on a damaged armored personnel carrier. In total disregard for his own life, he maintained his exposed position in order to engage the attacking enemy force. During this action, he was mortally wounded. His courageous actions helped defeat the enemy attack and resulted in as many as 50 enemy Soldiers killed, while allowing the safe withdrawal of numerous wounded Soldiers. SFC Smith’s extraordinary heroism and uncommon valor are in keeping with the highest traditions of military service and reflect great credit upon himself, the Third Infantry Division “Rock of the Marne,” and the United States Army.”*

SFC Alwyn C. Cashe (OIF III)

Sergeant First Class Alwyn C. Cashe grew up in poverty in Oviedo, Florida, and joined the U.S. Army as a Supply Specialist shortly after graduating from Oviedo High School. He initially served two years in Korea, followed by nearly three years at Fort Lewis, Washington. In 1993, he became an Infantryman and served another yearlong tour in Korea. Cashe served as a Squad Leader for two years at Fort Hood, Texas, and for two years in Germany. He graduated from Drill Sergeant School in 1998 and served over two years as a Drill Sergeant at Fort Benning, Georgia. He returned to Europe in February 2001 as an Operations Noncommissioned Officer for the 19th Battlefield Coordination Detachment, then served in Germany for two years as a Squad Leader in the 1st Battalion, 18th Infantry Regiment.

Finally, in April 2004, Cashe served as a Platoon Sergeant in the 3rd Brigade, 3rd Infantry Division, at Fort Benning, Georgia. Cashe deployed in support of the Gulf War in 1991, participated in the 2003 invasion of Iraq, and deployed in 2005 in support of Operation Iraqi

Freedom. On 17 October 2005, near Samarra, Iraq, Cashe's Bradley Fighting Vehicle was struck by an improvised explosive device. Cashe retrieved six Soldiers and an Iraqi Interpreter from the burning vehicle, receiving burns on nearly 72% of his body. Alwyn Cashe died on 08 November 2005, at Brooke Army Medical Center in San Antonio.

Cashe's awards and decorations include the Army Commendation Medal with one Silver and two Bronze Oak Leaf Clusters, the Army Achievement Medal with one Silver Oak Leaf Cluster, the Army Good Conduct Medal with five knots, the National Defense Service Medal with Bronze Star Device, the Global War on Terrorism Expeditionary Medal, the Global War on Terrorism Service Medal, the Korean Defense Service Medal, the Armed Forces Expeditionary Medal, the Kosovo Campaign Medal, the Armed Forces Service Medal, the Noncommissioned Officer Professional Development Ribbon, the Army Service Ribbon, the Overseas Service Ribbon, two NATO Medals, the Drill Sergeant Identification Badge, the Expert Infantryman Badge, the Combat Infantryman Badge, the Parachutist Badge, the Driver Badge and the Expert Rifle Marksmanship Badge.

His Medal of Honor citation reads:

"Sergeant First Class Alwyn C. Cashe distinguished himself by acts of gallantry above and beyond the call of duty while serving as Platoon Sergeant with Company A, 1st Battalion, 15th Infantry Regiment, 3rd Brigade, 3rd Infantry Division in Salah Ad Din Province, Iraq, on October 17th, 2005. While on a nighttime mounted patrol near an enemy-laden village, the Bradley Fighting Vehicle which Sergeant First Class Cashe was commanding was attacked by enemy small-arms fire and an improvised explosive device, which disabled the vehicle and engulfed it in flames. After extracting himself from the vehicle, Sergeant First Class Cashe set about extracting the driver, who was trapped in the vehicle. After opening the driver's hatch, Sergeant First Class Cashe and a fellow Soldier extracted the driver, who was engulfed in the flames. During the course of extinguishing the flames on the driver and extracting him from the vehicle, Sergeant First Class Cashe's fuel soaked his uniform, igniting and causing severe burns to his body. Ignoring his painful wounds, Sergeant First Class Cashe then moved to the rear of the vehicle to continue in aiding his fellow Soldiers who were trapped in the troop compartment. At this time, the enemy noted his movements and began to direct their fire on his position. When another element of the Company engaged the enemy, Sergeant First Class Cashe seized the opportunity and moved into the open troop door and aided four of his Soldiers in escaping the burning vehicle. Having extracted the four Soldiers, Sergeant First Class Cashe noticed two other Soldiers had not been accounted for and again he entered the building to retrieve them. At this time, reinforcements arrived to further suppress the enemy and establish a Casualty Collection Point. Despite the severe second- and third-degree burns covering the majority of his body, Sergeant First Class Cashe persevered through the pain to encourage his fellow Soldiers and ensure they received needed medical care. When medical evacuation helicopters began to arrive, Sergeant First Class Cashe selflessly refused evacuation until all of the other wounded Soldiers were evacuated first. Sergeant First Class Cashe's extraordinary heroism and selflessness above and beyond the call of duty were keeping with the highest traditions of the military service and reflect great credit upon himself, his unit, and the United States Army."

SECTION THREE

The Marne Song

“THE DOGFACE SOLDIER”

I Wouldn't Give A Bean
To Be A Fancy Pants Marine;
I'd Rather Be A Dogface Soldier Like I Am.

I Wouldn't Trade My Old OD's
For All the Navy's Dungarees
For, I'm The Walking Pride Of Uncle Sam.

On Army Posters That I Read
It Says Be All That You Can,
So They're Tearing Me Down
To Build Me Over Again.

I'm Just a Dogface Soldier
With a Rifle On My Shoulder,
And I Eat Raw Meat For Breakfast Every Day.

So Feed Me Ammunition;
Keep Me In The Third Division,
Your Dogface Soldier's A Okay!

SECTION FOUR

History Of “Rocky the Bulldog”



Rocky the Bulldog is the symbol of the 3rd Infantry Division and was created by Walt Disney himself in 1965. The 3rd ID gained the right to display Rocky through an exchange of letters between Disney Productions and the 3rd ID Commander at the time, MG Albert O. Connor.

“For many years,” wrote the General, “the 3rd Infantry Division has been seeking a trademark based on the symbol of the Dogface Soldier.

“Our search has been for a symbol with would have wide appreciation as a trademark to supplement the well-known and distinctive blue and white Marne patch, and which mirror the qualities of the Dogface Soldiers; heroic, but humble, fierce, but gentle, quick-witted and wise; with a confidence and dignity that comes from having proved himself” (27 September 1971).

So, what IS a Dogface Soldier? Before the cartoon was drawn, the Marne Division Glee Club wrote this about what a Dogface Soldier was:

THE STORY OF THE DOGFACE SOLDIER

- Lt. Ken Hart & Sgt. Bert Gold

The trouble with “honest” Soldier songs is that they are generally unprintable parodies of other songs, while the trouble with “official” Soldier songs is that they are generally phony-sounding, slick productions which completely lack spontaneity. At the beginning of World War II, there

was a need for a Soldier song which could be accepted by the mud-slogging foot Soldiers as well as civilian concert audiences – a song in the happy medium between “honest” and “official”.

Early in 1942, Hart and I set about to fill this need by concocting a simple song with would reflect the honest pride of the fighting man, spontaneous-sounding as though the guy marching behind you just made it up, and free of the propaganda slogans of Pentagon public relations. We tried our hand with something so uncommercial that – barring a miracle – it might never have been heard at all.

But the miracle happened. A G.I. I trained with, a happy-go-lucky guy with a guitar, carried the song overseas and joined the 3rd Infantry Division. “The Dogface Soldiers” was always part of his repertoire as he entertained, and it came to the notice of General Lucian K. Truscott, the Commander of the 3rd Infantry Division. General Truscott and his Marne men adopted “The Dogface Soldier” as their own. The guys liked it, marched to it, and danced to it. Even the Italian civilians enjoyed it.

“The Dogface Soldier” was first heard by the American public as theme music in the Audie Murphy picture “To Hell and Back”. This impressed public bought 300,000 copies of the recording. “The Dogface Soldier” thus became the only genuine Soldier song of World War II to take its place in the history of American military music.

SECTION FIVE

1. Personal Appearance Policies.

a. General.

All Soldiers will abide by AR 670-1 and DA Pam 670-1 at all times. Soldiers will present a professional image and will continue to set the example in military presence, both on and off duty. Pride in appearance includes physical fitness and adherence to acceptable weight standards in accordance with AR 600-9.

b. Grooming.

Leaders will judge the appropriateness of a particular hairstyle by the guidance in AR 670-1, Chapter 3, section 3-2, page 5, ALARACT 040/2021, and by the ability to wear all types of headgear (such as beret, patrol cap, or service cap/hat) and any protective equipment (such as protective mask or combat helmet) properly. Hairstyles (including bulk and length of hair) that do not allow Soldiers to wear any headgear properly, or that interfere with the proper wear of any protective equipment, are prohibited.

1) Male Haircuts. The hair on top of the head must be neatly groomed. The length and bulk of the hair may not be excessive and must present a neat and conservative appearance. The hair must present a tapered appearance. (For additional guidance see AR 670-1, Para 3-2 (a))

2) Male Sideburns. Sideburns are hair grown in front of the ear and below the point where the top portion of the ear attaches to the head. Sideburns will not extend below the bottom of the opening of the ear. Sideburns will not be styled to taper, flair, or come to a point. The length of the individual hairs of the sideburn will not exceed 1/8 inch when fully extended.

3) Male Facial Hair. Males will keep their face clean-shaven when in uniform or in civilian clothes on duty. Mustaches are permitted. If worn, males will keep mustaches neatly trimmed, tapered, and tidy. (See AR 670 -1, Para 3-1 (b), for full guidance). Soldiers with shaving profiles will maintain a copy of the prescribed DA Form 3349 at all times. Facial hair will be trimmed to the level specified by the appropriate medical authority. However, Soldiers are not authorized to shape the growth into goatees or handlebar mustaches. If appropriate medical authority prescribes beard growth, the length required for medical treatment must be specified. For example, "The length of the beard will not exceed 1/4 in." (See TB MED 287)

4) Female Hairstyles. Will present a conservative, professional appearance.

5) No minimum hair length for female Soldiers. The hair may have a tapered appearance and if the hair does not part naturally, the Soldier 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.

- 6) Female Soldiers are authorized to 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).
- 7) The only exceptions on the length of the ponytail or braid(s) are while conducting tactical or physical training in the Army Combat Uniform (ACU) or Army Physical Fitness Uniform (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.
- 8) Braid(s) or ponytail cannot be worn over the shoulder or pulled in front of the body. It must go down the female Soldier's back. Additionally, while female Soldiers are wearing equipment such as, but not limited to, Combat Vehicle Crewman (CVC) or Advanced Combat Helmets (ACH), they will be authorized to wear their hair in a ponytail and/or a long braid(s) secured in their utility uniform top. Commanders will analyze the risk of a free hanging ponytail or braid and use Commander's discretion to determine if long hair will be secured/tucked inside the uniform top.
- 9) Female Soldiers may wear "multiple" hairstyles at once as long as they are neat in appearance and do not impact the proper wear of headgear and equipment. For 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.
- 10) Cosmetics. Female Soldiers to 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 is authorized, but colors must match the shade of lipstick being worn.
- 11) Female Soldiers may 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.

12) Female Soldiers the optional wear of earrings in the ACU. 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 ACU, 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. Earrings will not be worn in the ACU during physical fitness, while in tactical/field environments, combat related deployments, or locations where access to normal hygiene is not available. Earrings are not authorized in the APFU.

c. Electronic Devices. Cell Phones and Devices.

Except in emergency circumstances, Soldiers will not walk and talk, or walk and text, while in uniform. This applies to the use of a hands-free device or when the cell phone is in speaker mode. Soldiers may use headphones, including wireless or non-wireless devices and earpieces, in uniform only while performing individual physical training in indoor gyms or fitness centers. Ear pads will not exceed 1-1/2 inches in diameter at the widest point. They may also wear a solid black armband for electronic devices in the gym or fitness center. Soldiers may not wear headphones or arm-bands beyond or outside the fitness center while in uniform. Additionally, music playing from media devices, speakers, or other means is not authorized while performing physical fitness in uniform.

d. Eyewear.

Conservative civilian prescription eyeglasses are authorized for wear with all uniforms. Conservative prescription and nonprescription sunglasses are authorized for wear when in a Garrison environment. Soldiers are authorized to wear ballistic spectacle eye protection issued by the Army to include smoke/tinted/clear lenses as long as they are part of the Authorized Protective Eyewear List (APEL). Visit PEO Soldier for the entire Qualified Products List at www.peoSoldier.army.mil/equipment/eyewear/. Contact lenses that change the natural color of the eyes is prohibited while in the duty uniform. Contact lenses are not authorized in field conditions. Supervisors will ensure Soldiers wear Army provided eye protection whenever necessary to protect against chemical, environmental, radiological, or mechanical irritants and hazards to eyesight. All Personal Protection Equipment (PPE) will be checked for serviceability and replaced as necessary to maintain its respective protective characteristics.

2. Utility Uniforms (Army Combat Uniform (ACU)).

a. General.

All military uniforms will be worn IAW AR 670-1. Commanders have the ability to tailor the uniform based on seasonal weather conditions or tactical requirements. If worn off post, utility uniforms will be clean and serviceable. Soldiers will not wear utility uniforms (Class C) off-post

in any establishment which primarily serves alcohol. Under no circumstances will a Soldier consume alcohol off-post while in Class C uniform. Personnel on official travel will wear the service uniform or appropriate civilian attire.

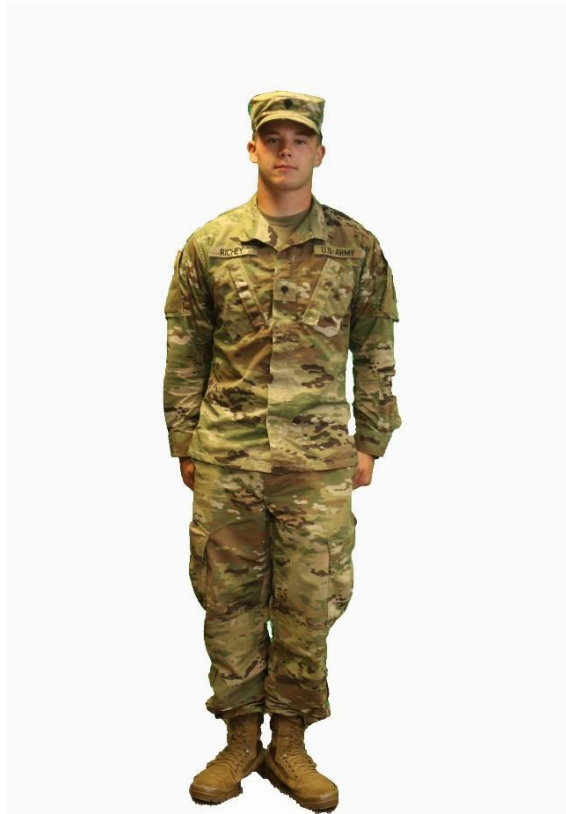


Figure 1 Army Combat Uniform, Operational Camouflage Pattern (OCP).

b. ACU Coat.

The coat will not extend below the top of the cargo pocket on the trousers and will not be higher than the bottom of the opening of the side pocket on the trousers. Sleeves will be worn down at all times and may be cuffed only during field exercises.

c. The t-shirt is never worn as an outer garment except during personal hygiene, sleeping, or working out inside the gym.

d. ACU Trousers.

When bloused the trousers should not extend below the third eyelet from the top of the boots.

e. ACU Sleeves Roll.

Commanders may authorize Soldiers to roll-up the sleeves on the ACU. Company level Commanders will request through the Battalion Command for approval to change the uniform. Company level Commanders will then determine if the unit will roll sleeves with the camouflage pattern exposed or turned inside out. Personnel will roll sleeves neatly above the elbow but no more than 3 inches above the elbow. Upon approval of the Commander and only during field training exercises, the sleeves may be down and cuffed inside the coat one or two times.



Figure 2 Rolled Sleeves authorized by the Commander.



Figure 3 Sleeves down and cuffed, authorized by the Commander only in the field.

3. Flight Suit.

a. General.

The Army Aviation Combat Uniform (A2CU) is worn on duty when flying, on standby awaiting flight, or as directed by the Commander. A2CUs are not authorized for everyday wear in Garrison or office environments.

b. The 100 percent cotton or flame-resistant material brown t-shirt is the only authorized t-shirt for wear with the A2CU. Long-sleeved white thermal shirts are authorized to be worn under a brown shirt. Sleeves will not be pushed or rolled.

c. All Army combat boots authorized to be worn with the A2CU must be coyote in color and must be IAW the United States Army Aeromedical Research Laboratory specification and guidelines for hot weather-flame resistant and Intermediate Cold Weather Boot with removable liner.

d. Personnel wearing the A2CU outside of the flight line will blouse the trousers. When bloused, the trousers should not extend below the third eyelet from the top of the boot. Unit logo patches are not authorized to be sewn or hook and loop fastened on the uniform.

e. The flame-resistant Army Combat Shirt (ACS) is authorized for aircrew members. It is only to be worn when engaged in flight duties with the A2CU trousers and under the Interceptor Body Armor (IBA) ensemble.

4. ACS.

The ACS is authorized only during field training or in a combat zone, and must be worn with name tape, unit patch, and US Flag. The combat shirt is not authorized for wear in any facility (PX, Shoppette, Burger King, etc.) on post or in any off-post establishment.

5. Headgear.

a. General.

Soldiers in uniform will wear appropriate headgear when outdoors except when it interferes with safety. When headgear is stored, it will not create a bulky appearance or protrude from any pocket.

b. The Patrol Cap will be worn straight on the head so that the cap band creates a straight line around the head, parallel to the ground. No rolling of, blocking, or alterations to the cap are authorized. The cap is worn so that no hair is visible on the forehead beneath the cap.



Figure 5 Patrol Cap front view

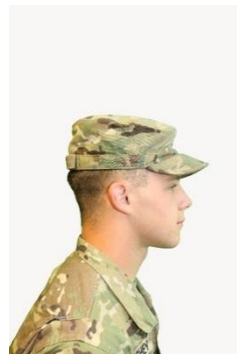


Figure 6 Patrol Cap side view

c. The Beret will be worn with the Army Service Uniform (ASU) and utility uniform during ceremonies or special duties as required by the Commander. The beret is worn with the ASU, Class A, Class B and Class C uniforms with the edge binding 1 inch above the eyebrow and straight across the forehead. Center the flash above the left eye. Pull the excess material between the top and middle of the right ear. Hair should not extend below the front bottom edge of the beret. Officers wear their rank centered on the flash while enlisted wear their distinctive unit insignia on the flash.

d. The Black Fleece Cap might be worn with ACU in Garrison, field, flight line, or on static guard duty when the ambient temperature, to include wind chill, reaches 30 degrees or when designated by the Chain of Command. Soldiers will wear the fleece cap, pulled down snugly on the head. The bottom edge (a portion of or all) of the cap may be folded, but not rolled.

6. Neck Gaiter is authorized and may be worn with the APFU, and tactical uniforms when temperatures reach 30° F and below or when designated by the Chain of Command. It may be worn as a neck warmer, hood, or balaclava/mask. Neck gaiters will be removed when indoors.

7. Cavalry Spurs and Stetson.

a. These items will be worn only in the unit's immediate area or for special functions such as: unit dining-ins/outs, formal events, professional gatherings, and other events designated by the Squadron Commander. Under no circumstances they will be worn in the PX, Shoppette or similar facilities.

b. The Stetson will be black in color. At a minimum, a braided cord, rank and regimental or ordinary cavalry brass will adorn the Stetson. The nap strap will be threaded through the appropriate eyelets in the brim of the Stetson, so that the strap goes around the back, and the buckle is fastened and centered on the wearers head. The sides of the crown will not be pushed in or otherwise modified. The brim will be flat with a slight droop at the front. The Stetson will be worn on the head with the brim parallel to the ground.

c. Spurs may be worn whenever the Stetson is authorized. Gold spurs are authorized for Soldiers who have served in combat in a Cavalry unit. Silver Spurs are authorized for Soldiers who earn them IAW Cavalry Squadron policy.

8. Army Combat Boots.

a. Soldiers are required to possess two pairs of issue Army combat boots (HW) and one pair of issue Army combat boots (temperate weather) (specification) boots. (For additional guidance, see (DA Pam 670-1, Para 18-4)

b. Commercially Sold Boots. (Optional) Soldiers may wear commercial boots of a design similar to that of the Army combat boot (tan or coyote), as authorized by the Commander. (For additional guidance, see (DA Pam 670-1, Para 18-4)

9. Reflective Safety Belt.

A reflective belt may be worn during work details or when appropriate for safety (such as ground guide duties, railhead operations, etc.). Nevertheless, the senior Leader on site will determine its need based on risk assessment.

10. Camelback.

The use of a black or camouflage pattern personal hydration system (Camelback) is authorized while conducting Physical Training, field exercises, and work details in high temperature.

11. Bags.

If Soldiers choose to wear a shoulder bag while in uniform, the bag must be black or match the camouflage pattern uniform and have no commercial logos. The contents of the bag may not be visible. Soldiers may carry authorized bags by hand, on one shoulder or both. Soldiers may not wear a shoulder bag in such a manner that the strap is draped diagonally across the body. Any bag that does not meet the above criteria must be carried only in the hand.

12. The MARNE STANDARD.

The Marne Standards are the base standards for all Soldiers operating in the field or tactical environment. Commanders are authorized to modify the Marne Standards based on METT-TC, weather, and/or mission.

a. The Marne Standards consist of the following:

- 1) Army Combat Uniform.
- 2) Advanced Combat Helmet (ACH).
- 3) Authorized Protective Eyewear List (APEL) ballistic protection is worn whenever the helmet is worn.
- 4) The Improved Outer Tactical Vest (IOTV) or issued plate carrier with Modular Lightweight Load Carrying Equipment System (M.O.L.L.E.) or Ranger Assault Carrying Kit (RACK). The Outer Tactical Vest (OTV) or RACK is typically used by combat vehicle Crews but can be worn by dismounted personnel IAW unit SOP.
- 5) The Improved First Aid Kit (IFAK) can be worn on either lower side of the IOTV.
- 6) Enhanced Small Arms Protective Insert (ESAPI).
- 7) Enhanced Side Ballistic Inserts (ESBI).
- 8) Hydration System (camelback) or canteens.
- 9) Gloves (full fingered).
- 10) Individual assigned weapon.

b. Additional Items worn with the Marne Standards.

- 1) Knee pads.
- 2) Elbow pads.
- 3) Coverall/ Nomex.
- 4) Protective mask.



Figure 7 Marne Standard, Plate Carrier configuration. Figure 8 Marne Standard, IOTV configuration.



Figure 9 Marne Standard, rear view



Figure 10 Marne Standard, side view

13. Note: No unauthorized patches will be worn on the uniform.

14. **Individual Outer Tactical Vest (IOTV).**

The IOTV / Plate Carrier will be worn closed with all snap, hook and loop fastened, nametape and rank. Leaders will ensure all Soldiers have the Individual First Aid Kit (IFAK) attached to the IOTV or Fighting Load Carrier (FLC)/Tactical Assault Panel (TAP) system for training and combat operations.



Figure 11 IOTV, front view



Figure 12 ESAPI plate for IOTV or Plate carrier.

a. Ballistic Protection.

Many training events do not require ballistic protection (land navigation, foot marches, etc.) but live-fire training, qualification ranges, and collective training events with a tactical scenario with opposing force are examples that do. When full ballistic protection is required, the IOTV or, if issued, Interceptor Body Armor (IBA) or Soldier Plate Carrier System (SPCS) will be worn. During live fire training, deployments, or when directed, Soldiers will be issued and wear front, back, and sides Small Arms Protective Insert (SAPI)/Enhanced Small Arms Protective Insert (ESAPI) ballistic plates. Commercial body armor and plate carriers are not authorized for wear. The IOTV, IBA, and SPCS are the only authorized body armor for training or deployment unless otherwise issued.

15. Advance Combat Helmet (ACH).

a. The ACH will be complete with ACU cover, the 7-pad suspension system, retention system (chinstrap) fastened at all times, camouflage band, and Night-Vision Goggles (NVG) mount. The Soldiers last name will be sewn onto the camouflage band on the left side as the helmet is worn.



Figure 13 Army Combat Helmet (ACH), front view. Figure 14 Army Combat Helmet (ACH), rear view.



Figure 15 Army Combat Helmet (ACH), right side view. Figure 16 Army Combat Helmet (ACH) left side view.

16. Packing List.

Packing list is a template and is not prescriptive. Units may add to or take away based on mission requirements and their Commanders Guidance.

Template Packing List					
WORN/CARRIED			A-BAG	B-BAG	
1	OCP OR IHwCU w/IR-Subdued Flag	1	Green Duffel Bag	1	Green Duffel Bag
1	Patrol cap	1Set	OCP OR IHwCU w/ all patches	1	Lock
1	Coyote/ Tan T-Shirt	1	Hygiene Kit (30 Day Supply)	1set	OCP OR IHwCU w/ all patches
1	Rigger Belt/ TAN	1pair	Shower shoes	1	Heavy Sleeping Bag
1pair	Combat Boots	1	Lightweight Sleeping Bag	1	Stuff Sack(Large Bag)
1	ID Tags	1	Cinch Bag (Small bag)	1	w/w Bag
1	CAC Card	3	Coyote/ Tan T-shirt	1	Fleece Jacket
1	Individual Weapon	3	BLK, GRN, Tan Socks	1	Jacket , Extreme Cold Weather
1	NVG's	1	Brown Towel	1	Trousers, Extreme Cold Weather
1	Watch (basic not smart watch)	1pair	Combat Boots	1	Sleeping Pad
1	Sensitive Items List (IAW Unit SOP)	1	Laundry Bag	1Set	Civilian Attire
1	TAPS/FLC (IAW Unit SOP)	1	Goggles, RFI Issue	1set	ID Tags (Extra set/Soldiers are issued two sets)
1	IFAK	1pair	Running Shoes	1pair	Gortex Gloves
1	1QT Canteen/ or 3 QT Camel Back	2	IPFU SS Shirt	1Set	Elbow Pads
7	M-4 Magazines	2	IPFU Shorts	1	Brown Towel
1	Flashlight/Headlamp w/Red Lens	1	IPFU Jacket	3 Pair	PT Socks White or Black
1	Commo Card (IAW unit SOP)	1	IPFU Pants	C-BAG (Optional)	
1	Note Pad w/Pen	2 pair	PT Socks White or Black	4 pair	BLK, GRN, TAN Socks
1set	Hearing Protection	2 sets	Nomex Uniform (Crew members only)	4	Coyote/ Tan T-Shirt
1	Ballistic Eye Pro (Dark and Clear Lens)	1set	Coveralls (Crew Members)	1pair	Combat Boots (If available)
1	Assault Gloves	3	MRE's (Field Stripped)	3	IPFU SS Shirt
1	ACH IAW Marne Standard	1	waffle Top	3	IPFU Shorts
1	IOIV w/Plates	1	waffle Bottom	2	IPFU LS Shirt
1	Compass (as applicable)	1	Lock	4 pair	PT Socks White or Black
1	Knife/ Multi-Tool	1	Jacket ,Cold Weather	Additional Hygiene items	
Molle Ruck		1	Trousers ,Cold Weather	1	Patrol Cap (extra)
3	Field Stripped MREs	* Contingency Pack (1In Large Ruck)			
1	OCP OR IHwCU w/ all patches		25 ft of 550 cord		
1	1QT Canteen/ or 3 QT Camel Back		5 ft of 100mph tape rolled on a pen		
2	Coyote/ Tan T-Shirt		Small pack of wet wipes		
1	w/w Bag		Sewing Kit		
1	Micro Fleece Cap		Map Markers (min 4 colors/Unit supplies)		
1	Contingency Pack* (1Gallon zip lock)		Batteries 3 DQOS (IAW Soldiers equipment)		
2	BLK, GRN, or Tan socks		Lip Balm		
1	w/w Top		Lighter		
1	w/w Bottom		Face Paint		
1	Poncho Liner	2	Cloth face Masks		
1	Poncho				
1	Hygiene Kit (7 Day supply)**				
1	E-Tool				
1	Weapons Cleaning Kit (CIF/Unit supply issue)				
1	Silk Weight Top and Bottom				
1	Neck Gator				
1set	Knee Pads				

17. Physical Fitness

a. General.

All 3rd Infantry Division Soldiers will conduct PRT when in Garrison, Monday through Friday, from 0630-0730. No Soldier conducts physical readiness training alone during PRT hours. Leaders conduct PRT as a group and with their respective formations.

b. Command Teams may conduct PRT as a Team or split to cover their formations. No activities will interfere with scheduled PRT sessions.

c. Clothing Recommendations (TC 3.22.2)

Endurance and Mobility				
	Temperature			
	60 or +	50 - 59	40 - 49	39 & below
Uniform Items				
S/S Shirt	X			
Shorts	X	X	X	X
L/S Shirt		X	X	X
Outer-garment Shirt			X	X
Outer-garment Pants				X
Gloves w/ Inserts				X
Watch Cap				X

Strength and Mobility				
	Temperature			
	60 or +	50 - 59	40 - 49	39 & below
Uniform Items				
S/S Shirt	X	X		
Shorts	X	X	X	X
L/S Shirt		X	X	X
Outer-garment Shirt			X	X
Outer-garment Pants			X	X
Gloves w/ Inserts				X
Watch Cap				X

Figure D-2. Clothing recommendations for PRT.

d. Gymnasiums and Gyms in a Box.

The six event Army Combat Fitness Test (ACFT) requires Soldiers to strengthen muscles, endurance, and mobility through a prescribed training plan and equipment found in our gyms. Leaders are encouraged to add the gymnasium facilities as part of their PT plans. The session, however, must be well resourced and supervised to prevent injuries and maximize the work-to-rest ratio for the formation.

e. Obstacle Course.

The Obstacle Course can complement a Soldier's and the unit's physical readiness. Leaders are encouraged to add this course to their PRT plans. There is no need for a reservation as this course is considered a "run-on, run-off" training event. The only limitations are as follows: Soldiers will not execute the course alone or during periods of darkness or inclement weather, Leaders will conduct a familiarization prior to conducting the training and

report any damages or dangerous conditions in or around the course, and Leaders will conduct a risk assessment prior to negotiating the course.

f. PRT Location.

PRT will be conducted in an area designated by the unit Command. The use of any Morale, Welfare and Recreation (MWR) facility (baseball, soccer, or football fields) to conduct PRT is authorized between the hours of 0630 to 0730, however, PRT in or around any on-post housing areas is prohibited.

g. Uniform.

The Army Physical Fitness Uniform (APFU) is the only authorized uniform during PRT. The wear of the APFU with civilian attire off the installation is prohibited. Soldiers must professionally represent the Army while in all or parts of the APFU (e.g., clean-shaven, appropriate locations, etc.) and will not wear into public locations following physical training if soiled or dirty. The APFU is not intended for wear as an all-purpose uniform when other uniforms are more appropriate. The wear of the APFU in AAFES Shoppette, the PX, the Commissary, or other AAFES' establishments after 0900 is prohibited. All Soldiers, regardless of duty status, on or off duty (leave, pass, or TDY), will wear the APFU while exercising in the MWR exercise facilities (Gym) during PRT hours 0630- 0730. Soldiers may wear the APFU and eat in the dining facility (DFAC) during the breakfast meal. APFU will not be soiled, dirty, extremely wet, or sweaty.



Figure 17 APFU, Summer Wear.



Figure 18 Winter APFU, black gloves and black fleece cap can be added.

h. Cell Phone Use.

The carrying or use of a cell phone in the Physical Fitness Uniform while conducting Physical Fitness from 0630 to 0730 is prohibited. This does not include using a cell phone with headphones while exercising indoors in accordance with Section Two, paragraph 1(c) and 17(i).

i. Headphones.

Soldiers may use headphones, including wireless or non-wireless devices and earpieces, in uniform while performing individual physical training in indoor gyms or fitness centers. The wear of headphones while taking the Army Combat Fitness Test is prohibited. The wear of headphones beyond the permitted area in any manner, including around the neck or attached to the uniform is prohibited.

j. Cadences.

Will not contain profanity, sexual innuendo, or other language violating Army policy. Soldiers are encouraged to call cadences that promote the spirit of the Marne Division and its capabilities, and the successes of their unit.

k. Walking during PRT.

Soldiers with a Walking Profile (Permanent). While conducting PRT, Soldiers with a permanent walking profile when walking as a group will walk in a column (single file) on either side of the route five meters apart. Soldiers will not walk side-by-side during PRT.

l. Foot March.

Foot marching remains an important component in our conditioning and combat readiness. In addition to building physical endurance and mental toughness, it is an excellent tool for measuring the discipline of a unit. Units must be able to fight and win upon completion of the march. Leaders must take a thoughtful and progressive approach to prevent needless injuries and ensure sustainable combat readiness for mission accomplishment.

1) Baseline. Every Soldier and unit must sustain the ability to move tactically on foot four miles in the Marne Standard. That is what we are required to physically accomplish at any time, as it represents our most probable and demanding dismounted movement.

2) Tactical Foot Marches. Tactical foot marches are collective training events and are conducted under the conditions in which we fight. Our Soldiers will wear and carry the same uniform and items and equipment in which we fight. To avoid unnecessary injuries, we will not run in IOTV/IBA or rucksacks, nor will we carry rucksacks while wearing IOTV/IBA. Leaders will plan and adjust loads, march rates, and distances according to the mission and force capabilities. Units may conduct tactical foot marches during physical training hours, tactical exercises, or as a means to get to and from training. The only exception to running with the IOTV/IBA is when conducting combat-focused PT which typically involves short distance running (e.g., 3 to 5 second rushes, bounding over-watch, react to contact, etc.). These sessions, however, must be planned, supervised, and all risk mitigated to prevent unnecessary injuries.

3) Conditioning Foot Marches. Commanders will use conditioning foot marches to develop and maintain our Soldiers' ability to physically carry their combat loads while preserving combat power. Conditioning foot marches are physical training events. You may conduct physical training foot marches in PRT uniform with the appropriate boots. Conditioning foot marches will incorporate any entry point and progressively develop newly arrived Soldiers and special population Soldiers to carry combat loads without injuring themselves in the process.

m. Unit T-Shirts and Sweatshirts.

Battalion Commanders may substitute a distinctive unit t-shirt or sweatshirt for the APFU t-shirt or jacket within the following guidelines. (NOTE: Individual purchase of distinctive unit t-shirt must be voluntary). Authorized for units no smaller than Company, Troop, Battery, or separate Detachment. Company and Battalion shirts will be the same color as the Battalion or Brigade level shirt. Company shirts will have the Battalion logo on the front and Company logo on the back. The Battalion shirts will have the Brigade logo on the front and the Battalion logo on the back. Logos must be in good taste, with no profanity, or lewd images.

18. Off-Duty Appearance.

a. General.

High standards of appearance should carry over into your selection of civilian attire. Wear of appropriate attire avoids public embarrassment and promotes a sense of community. While off-duty, Soldiers may dress casually and comfortably. There are legal, moral, safety, and sanitary criteria that require a dress code.

b. Fort Stewart/HAAF Dress Code:

1) The following dress code is implemented for all Soldiers while on Fort Stewart or Hunter Army Airfield, and for all Soldiers assigned to 3rd Infantry Division on Fort Benning. All Soldiers at post facilities, public buildings, public areas or work areas will not wear:

2) As an outer garment, clothing specifically designed and readily identifiable as an undergarment. T-shirts, with the exception of the tan uniform t-shirt, are not considered an undergarment for the purpose of this dress code.

3) Sagging pants, shorts, or garments of a similar nature below the waist so as to expose the underwear.

4) Garments that are made of transparent material or of open weave-type material, which expose the body (other than the arms) beneath the garment.

5) Mixed military and civilian clothing as prohibited by AR 670-1 and The Marne Standards.

6) The APFU is not worn in the Exchange, DECA (the commissary), or commercial business establishments after 0900 hours during normal duty day. The APFU is not worn in

Exchange, DECA, or commercial business establishments during off duty hours, training holidays, and federal holidays.

7) Clothes with obscene or vulgar words or drawings on clothing, or items which make disparaging comments are not authorized on Fort Stewart.

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

9) Headphones will be removed in the serving line while ordering meals.

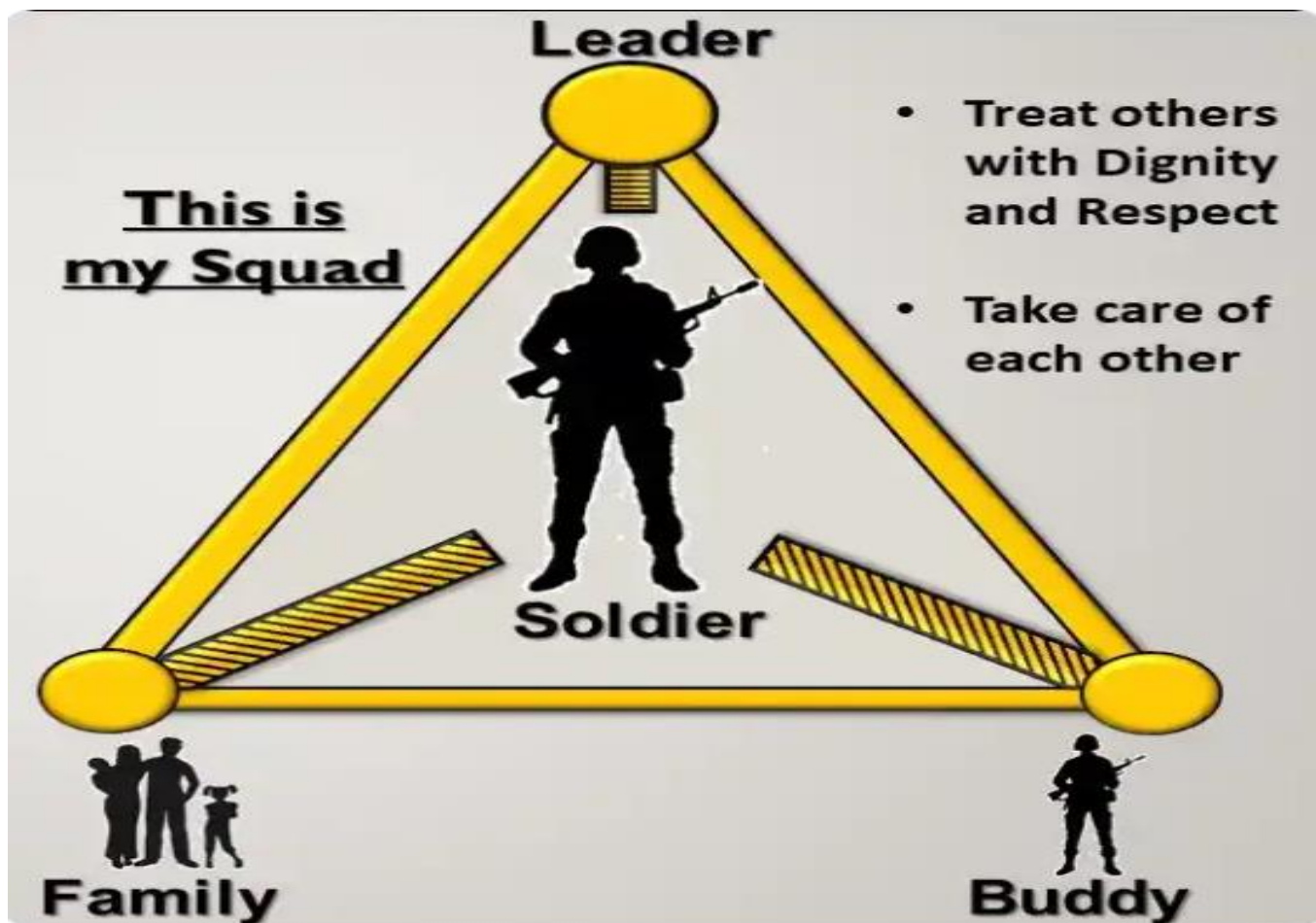
10) Soldiers will wear appropriate attire when using any on-post facilities on Fort Stewart and HAAF, to include the AAFES, restaurants, public buildings, public areas, or work areas and will not wear cut-off jeans, slacks, or garment which expose any part of the buttocks. See-through garments normally worn as undergarments are prohibited.

11) Males will keep their face clean-shaven when in uniform or in civilian clothes on duty.

12) Soldiers are required to carry their Military I.D. Cards at all times whether on or off duty.

SECTION SIX**1. Golden Triangle**

The Golden Triangle is about a Soldier's Leader, Buddies, and Family connecting so when one of the three notices something wrong they know who to contact to get that person help. This example is exactly how it's designed to work.



2. Fort Stewart/ HAAF Conduct.

a. General.

You are expected to carry out your duties and to conduct yourself properly on- and off-duty by living the Army Values, the Soldiers' Creed, and representing the Marne Division with pride. There are civil laws which pertain to all citizens, Soldier included, and you must obey these laws. You will use professional language in public and common areas on and off the installation. Profanity and inappropriate language are prohibited in common areas. Soldiers will demonstrate appropriate respect for all civilian authorities on and off the installation.

3. Intra-unit Intimate Relationships.

a. Intimate relationships within Company-sized elements or staff sections can adversely affect unit cohesion, morale, good order and discipline, and can jeopardize unit readiness and mission accomplishment. Soldiers are highly discouraged from engaging in intimate relationships with other members of the same staff section or Company-sized element as these relationships could have an adverse impact on good order and discipline within the unit. When these relationships have a negative impact on good order and discipline, Commanders are authorized to take appropriate action, to include performance-based counseling, inter-post reassignment, or other appropriate administrative action.

b. Refer to AR 600-20 for additional guidance regarding prohibited relationships.

c. An intimate relationship is defined as a romantic, sexual, or dating relationship.

d. If an intimate relationship covered by this paragraph exists upon implementation of this standard or arises while this standard is in effect, both Soldiers are encouraged to inform their chains of Command.

e. Soldiers may request to be transferred to a different Company-sized unit or staff section in order to pursue an intimate relationship. Commanders will consider such requests and weigh them against the interests of unit readiness and mission accomplishment.

f. Long-standing customs of the service prohibit public display of affection by Soldiers when in uniform or while in civilian clothes on duty. Soldiers must project an image that leaves no doubt that they live by a common military standard and are responsible to military order and discipline. However, customs also permit a modest display of affection in appropriate circumstances, including but not limited to weddings, graduations, promotions, retirements, the casualty notification/assistance process, funerals, as well as deployment and welcome home ceremonies.

4. Drugs.

Possession or use of any controlled substance without a valid prescription or use of prescription drugs intended for another person is illegal. Other substances (including, but not limited to, "spice," CBD oil) deemed illegal by the Federal Drug Enforcement Administration, State of Georgia, or Department of Defense are prohibited. In the State of Georgia, the use or

possession of marijuana is prohibited. The use or possession of marijuana on a federal installation is a violation of federal law. Federal law continues to prohibit the use of marijuana anywhere on post. This applies to Family members of service members who live or work on post as well as those visiting. UMCJ, Article 112a specifically prohibits the unlawful use of the following substances: opium, heroin, cocaine, amphetamine, lysergic acid diethylamide (LSD), methamphetamine, phencyclidine, barbituric acid, marijuana, and any compound or derivative of any such substance. In addition, AR 600-85 prohibits Soldiers from using hemp or products containing hemp oil.

5. Use of Tobacco.

Smoking, dipping, and chewing are prohibited in the workplace, military vehicles, aircraft, or during physical training. Soldiers will not walk with a lighted cigarette. Smoking is only authorized in designated smoking areas, 50 feet from common points of entrance and exit to all buildings. Smoking in the field is only authorized by the Commanding Officer on the ground.

6. Use of Alcohol.

All 3rd Infantry Division and Fort Stewart/HAAF personnel or any personnel conducting military duties on the Fort Stewart Military Reservation, HAAF, and WAAF will not consume alcoholic beverages during duty hours regardless of duty status.

a. Duty hours consist of those times when a Soldier is required to perform military duties. Duty hours are normally, but not limited to, 0630-1700, Monday through Friday, on days when a Soldier is not on leave or pass and any other time between assembly and dismissal from any other duty requirement, whether on Saturday and/or Sunday or occurring before 0630 or after 1700.

b. Duty requirements include, but are not limited to physical training, guard duty, and consolidated charge of quarters.

c. Soldiers, Family members, and civilians on Fort Stewart, HAAF, WAAF and Fort Benning and assigned to the 3rd Infantry Division will not buy, serve, or provide alcohol to any person under the age of 21, on- or off-post. Anyone providing alcohol to persons under the age of 21 is subject to UCMJ actions and/or criminal charges filed by local officials.

d. The purchase of alcohol by Soldiers on duty, in duty uniform or on duty in civilian clothes during the duty day ("Reveille to Retreat") 0630 to 1700 on Fort Stewart, HAAF, WAAF, and Soldiers assigned to 3rd Infantry Division on Fort Benning is prohibited.

7. Off Duty Employment.

All active duty personnel are prohibited from engaging in off-duty employment without their Battalion Commander's approval. Off-duty employment will not interfere with military duties, not exceed 16-hours per week, provide a minimum of six-hours of rest prior to all duty days, and otherwise comply with guidance in the Joint Ethics Regulation and implementing policies.

8. “Off-limits” Structures and Areas.

Individuals will not enter off-limits or restricted areas without authority. Off-limits areas include:

- a. Vacant structures and storage and supply buildings or areas.
- b. All range and training areas, unless specifically authorized.
- c. Specified parking areas when so marked or posted.
- d. Establishments placed off-limits by the Armed Forces Disciplinary Control Board under the provisions of [AR 190-24](#). (Appendix1).
- e. Other areas when so marked or posted.

9. Military Courtesy, [AR 600-25](#).

a. General.

Various forms of courtesy have become military customs and traditions. It is important to render these courtesies correctly.

b. Saluting.

A salute is rendering honor to an individual or nation, e.g., during our National Anthem. It is a visible sign of discipline and mutual respect. Saluting is an outward sign of unit pride and esprit de corps. All Army personnel in uniform are required to salute when they meet and recognize persons entitled to the salute. Each salute should be rendered with a greeting and response. The Fort Stewart, Hunter Army Airfield, and Fort Benning greeting is your, "Unit Motto, Sir or Ma'am!" The response from the Officer will be "Unit Motto." When approaching an NCO, the appropriate greeting of the day will be rendered, "Good morning, Sergeant!" The response from the Sergeant will be your "Unit Motto." The Official 3rd Infantry Division greeting, and response, is "Rock of the Marne" followed with "Top of the Rock."

c. Salutes will be exchanged during field training unless specified by the Commander.

d. Salutes will be exchanged outside the PX, post theater, and other congested areas to include under overhangs. All Soldiers, Officer and Enlisted, will render the salute unless the act would be impractical, e.g., arms full of packages, at which time render the appropriate verbal greeting.

e. Headquarters, maintenance areas, and dining facilities will be called to "at ease," as appropriate, when a senior Officer or NCO enters and leaves.

f. The actions of military personnel will reflect respect to both the National Anthem and the National Colors whether the Soldier is on- or off-duty. When in uniform and not in formation, face the flag (or music), stand at attention, salute until the last note of the music is sounded. When not in uniform, stand at attention (remove headdress, if any, with right hand) and place the right hand over the heart until the last note of the music is sounded. Moving vehicles will be brought to a halt. On buses and trucks, only the senior occupant will dismount and render appropriate courtesy. Passengers and drivers of other vehicles will dismount and render the appropriate courtesy.

g. Salute all standards and flags for senior Officers displayed on military vehicles IAW AR 600-25. When you recognize an Officer in a vehicle, you should salute.

h. When a unit Company/Troop/Battery First Sergeant, Battalion, Brigade Commander or Command Sergeant Major enters a building, the appropriate courtesy is given. This courtesy also applies to visiting dignitaries or senior Leaders outside of the organization IAW AR 600- 25. "Attention" for Officers and "At Ease" for 1SG/CSM/SGM. When in the DFAC, the common courtesy is "At Ease" for both LTC/CSM or higher.

i. Reveille, Retreat, and National Anthem.

1) "Reveille". "Reveille" is played at 0630 and signifies the start of the duty day. When played, all Soldiers in formation will be ordered to "attention" and "present arms" until the last note of the song has been played. If driving or riding in a motor vehicle/motorcycle, the vehicle/motorcycle will stop, the occupants will exit the vehicle/dismount the motorcycle and render the proper respects ("salute"/"present arms") until the last note of the song has been played. Reveille is followed by the 3rd Infantry Division Marne Song, "The Dogface Soldier." Remain at the position of attention until the last note of the song is played. During the playing of Reveille, all DA civilians, civilian contractors, and Family members should also stop their vehicle and remain at that location until the last note of Reveille has been played.

2) "Retreat and To the Colors". "Retreat and To the Colors" is played at 1700 and signifies the end of the duty day. When played, all Soldiers in a formation will be ordered to go to "parade rest" until the last note of "Retreat" has been played. Then the formation will be ordered to "attention" and "present arms" and will remain at "present arms" until the last note of "To the Colors" has been played. Soldiers not in a formation will stand at the position of attention and remain at attention until "Retreat" is complete. The Soldier will then go to "present arms" and remain at "present arms" until the last note of "To the Colors" has been played. If driving or riding in a motor vehicle/motorcycle, the vehicle/motorcycle will stop, the occupants will exit the vehicle/dismount the motorcycle and render the proper respects until the last note of "To the Colors" has been played. During the playing of "Retreat" and "To the Colors," all DA civilians, civilian contractors, and Family members should also stop their vehicle and remain at that location until the last note of "To the Colors" has been played.

3) National Anthem. When outside in uniform and not in formation, face toward the Colors or music, assume the position of "Attention," and render the hand salute on the first note of the music. Veterans are authorized to render hand salute when the National Anthem is being played. In civilian clothes, stand at "Attention" and place the right hand over the heart or headgear over the left shoulder (if worn) or render the hand salute on the first note.

10. Barracks and Housing.

a. Consolidated CQ/Staff Duty Requirements. Each unit will establish their own SOPs, however, the following is the minimum mandatory requirements: The SDNCO on duty will be held accountable for all incidents that occur during their tour of duty. They will remain alert, diligent, and active during the entire tour of duty. All Consolidated CQ NCOs will be in the rank of Corporal or above. All Battalion SDNCOs will be in the rank of Sergeant promotable or Staff Sergeant and Brigade SDNCOs will be in the rank of Staff Sergeant promotable or Sergeant First Class, with no exceptions. The SDO will be a Warrant Officer or Lieutenant. All activities will be logged on a DA Form 1594. SDNCO/Consolidated CQ will conduct daily checks in each barracks and place special emphasizes during high-risk hours, 2100 until 0400.

b. SDNCO and SDO are responsible for the functionality, safety, security, and cleanliness of their unit's assigned footprint and facilities. Prior to taking responsibility of the duty, the incoming Leader will conduct a meticulous inspection of their area of responsibility and receive a back-brief by outgoing Leader. The back brief will, at the minimum, cover the last 24-hours of events, any movements of subordinate units, CCIRs, SIRs, Red Cross Messages, newly arrived Soldiers, leave arrivals or departures, MP reports, and any deficiency noted during the outgoing Leader's inspections. This entire roll up and copy of the DA Form 1594 will be emailed to the Battalion or Brigade Leadership (CDR, XO, S3 OIC and NCOIC, CSM).

c. There will be no televisions, radios, or electronic game devices of any kind to include playing on cell phones at the SDNCO/Consolidated CQ desk. NCOs are not allowed to sleep at any time while performing SDNCO/Consolidated CQ duties. The SDNCO/Consolidated CQ/SDO will not leave the unit area for any reason during their tour of duty, unless required in the execution of assigned duties. The SDNCO/Consolidated CQ are allowed no more than 45 minutes to consume meals. All meals will be consumed at the SDNCO/Consolidated CQ desk/unit area or in the unit DFAC. An NCO will receive a compensatory day to recover after 24 hours of duty. No Soldier will conduct SDNCO/Consolidated CQ within the first 30 days of being assigned to the unit, with no exceptions.

d. Barracks Checks.

1) Commanders will establish unit SOPs, in coordination with their legal advisors, to enforce Leadership involvement in the health and welfare of their Soldiers. At the minimum, SOPs will contain the following guidance.

2) Initial. Squad Leaders or Platoon Sergeants will conduct a joint move-in inspection with all newly assigned Soldiers. The Leader will assist the Soldier by identifying pre-existing damage to room or appliances, explaining the work orders process, submitting work orders to repair or replace furniture/appliances, and providing a detailed "Leader's Brief" on expectation for conduct, standards, and cleanliness of room, common areas, and around the building.

3) Leadership Presence. Leaders will check their Soldiers' rooms regularly to identify deficiencies, functionality, cleanliness, security, and overall safety of all rooms.

The minimum requirement for Leader's checks by rank is that Team Leaders will check their Soldiers' rooms daily, Squad Leaders will check their Soldiers' rooms twice a week, Platoon Sergeants & Platoon Leaders will check their Soldiers' rooms twice a month, and 1SGs & CDRs will check their Soldiers' rooms once a month.

4) Termination. Squad Leaders or Platoon Sergeants will conduct a joint move-out inspection with all departing Soldiers. The goal is to ensure that all rooms are maintained within the highest level of cleanliness, security, functionality, and safety. Moreover, this process allows incoming Soldiers to be welcomed into a suitable and fully serviceable accommodation.

5) Health and Welfare Inspections. These are scheduled inspections geared to ensure the security, military fitness, or good order and discipline of the unit. Inspections must be conducted in a reasonable fashion and may use any reasonable natural or technological aid.

6) Room Standards. Soldiers may arrange and decorate their rooms within the limits of good taste and IAW with Army Values. However, posters or any displays that threaten good order and discipline are not authorized (e.g., displays of nudity, alcohol glorification, racist, extremist, violent gangs, etc.). Rooms must comply with health and safety regulations. Soldiers may use civilian furniture. Soldiers may have and use microwave ovens, telephones, civilian blankets, and other comforts. Barracks residents are responsible for maintaining common-use areas.

7) Pets. No pets are allowed in the barracks, including caged animals. This restriction is based on consideration for roommates, disposition and care upon deployment, and humane care for pets.

e. Housing Visitations.

Commanders will establish unit SOPs, in consultation with their legal advisors, to enforce Leadership involvement in the health and welfare of their Soldiers. At the minimum, SOPs will contain the following guidance. Leaders will coordinate with the Soldier and their spouse prior to scheduling visitations, subject to the guidance below.

- 1) Initial: After coordination, Squad Leaders or Platoon Sergeants will visit the quarters of all newly assigned Soldiers no later than 60 days from their move-in date. The goal is to ensure that our Soldiers and their Families receive a safe, functional, secure, and pleasant living environment.
- 2) Leadership Presence. After coordination, Leaders will aspire, plan, and attempt to conduct quarterly visitations of their Soldiers' Quarters on- and off-post, but should consult legal prior to such visitations. These visitations will be focused on identifying deficiencies, functionality, adequate living accommodations, cleanliness, and overall safety of the house and surrounding neighborhood. The Battalion Commander will designate the level of Leadership that will conduct check and inspection of quarters.

- 3) Termination: After coordination, Squad Leaders or Platoon Sergeants will conduct a pre-termination inspection with the Soldier and the leasing agent, when possible. Leaders will identify any issues that could prevent the Soldiers from clearing their quarters prior to their PCS or ETS (e.g., past due rents, damages, or accrued penalties). Additionally, Leaders will follow up with the Soldier and direct him or her to the appropriate support agency to resolve all discrepancies prior to the final inspection.

f. Gender-based consolidation in barracks.

Battalion Commanders will make every effort to consolidate Soldiers of the same gender under their Command into one barracks building within the Battalion footprint. While barracks buildings may be mixed gender, where feasible, female Soldiers will not be housed on the same floor as male Soldiers. This provision does not apply to field or deployed environments and is not intended to impact our fully integrated work environment.

g. Overnight Visitation.

Outside of official duties, Soldiers will not be in another Soldier's room nor have an unauthorized individual in their room in the barracks between the hours of 2300 and 0600. Command Teams will conduct Command visits as required to maintain good order and discipline in the barracks. The Company Commander is the approval authority for exceptions to this policy. Visitors are not allowed to spend the night, live in the barracks, or abuse the visitation privileges. Soldiers residing in the barracks may have visitors in their rooms from 1700 until 2300 Monday through Thursday, Friday 1700 until 2400, and from 1200 until 2400 on weekends and holidays, and Sunday from 1200 until 2300. Visitation is a privilege – not a right and they may be revoked.

SECTION SEVEN

1. Safety and Protecting the Force.

a. General.

Safety is everyone's responsibility, both Soldier and Civilian. Safety can never be over emphasized. Failure to adhere to safety standards, under factual circumstances, could be addressed, at the appropriate echelon of Command, as dereliction of duty under Art. 92, U.C.M.J., and potentially result in the issuance of unfavorable information, non-judicial punishment, adverse administrative action, or courts martial.

2. **Vehicles.** Privately owned vehicles (POV).

All POVs must be properly licensed, registered, and insured by a state and have the proper safety sticker if applicable. Soldiers and DOD civilians will not operate a POV on an expired or suspended civilian driver's license, expired registration, or invalid proof of insurance (hard copy or digital copy). Soldiers and DOD civilians will not display obscene, racist, or offensive messages prejudicial to good order and discipline on their vehicle.

3. Responsibilities of Personnel Operating or Riding in a Military Vehicle ([AR 600-55](#)).

a. First Line Supervisor (Army or civilian), Section Leader, or Squad Leaders.

- 1) Be licensed on the equipment they are directly supervising the operation and maintenance on.
- 2) Ensure personnel are trained in operator preventive maintenance checks and services (PMCS), safe driving practices, and correct loading techniques.
- 3) Review operator forms and records for accuracy and completeness as required by the Chain of Command.
- 4) Coordinate with license instructors or license examiners to ensure annual check rides are accomplished for all subordinate Soldiers/personnel. Supervisors that are licensed operators may conduct annual check rides (see para 3 (c) for details).
- 5) Ensure that personnel licensed on night vision devices (NVDs) receive required refresher training (see para 3 (c) for details).
- 6) Continually spot check and supervise equipment operators in the areas listed in para 3 (c).
- 7) Receive required training on alcohol and drug testing of DA Civilian drivers.

b. Equipment/ Vehicle Operators.

- 1) Operate vehicles or equipment in a safe and prudent manner according to operator technical manuals (TMs) and manufacturer specified operating instructions, and report unsafe operating conditions of vehicles or equipment.
 - 2) Wear installed restraint systems.
 - 3) Report all accidents to supervisors.
 - 4) Comply with all municipal, state, and military motor vehicle or equipment regulations, as required.
 - 5) Ensure cargo (including personnel) is properly loaded, secured, and protected from the elements prior to transport.
 - 6) Ensure vehicles or equipment and their contents are properly secured when left unattended.
 - 7) Inform supervisor if using medication that may adversely affect vision or coordination, or cause drowsiness.
 - 8) Comply with all vehicle safety requirements as defined in AR 385–10.
 - 9) DA Civilian drivers will comply with all DOT alcohol and drug testing requirement as defined in [AR 600–85](#).
- c. The Senior Occupant in all Army Vehicles.
- 1) Ensure the driver does not exceed the maximum operating hours listed in AR 385–10 without a rest break and ensure drivers do not operate vehicles or equipment when they appear fatigued or physically, mentally, or emotionally impaired.
 - 2) Ensure the authorized seating capacity of the vehicle is not exceeded.
 - 3) Ensure vehicle occupants wear installed restraint systems when the vehicle is in motion.
 - 4) Assist the driver in recognizing unsafe traffic situations or conditions of the vehicle, as well as the execution of difficult maneuvers such as backing or navigating the vehicle through congested areas.
 - 5) Ensure the driver complies with road signs and posted speed limits and adjusts as dictated by weather, traffic, and road conditions.
 - 6) Ensure the operator is properly licensed on equipment defined in paragraph 7–1, wheeled vehicles, tracked vehicles, trailers, or night vision devices prior to operation or movement.

7) Be responsible for the overall safety of the occupants according to AR 385–10.

d. Army Approved Remedial Driver Training.

Remedial driver's training is required for all Soldiers (on- and off-the Installation) who, while operating a Government Motor Vehicle (GMV) or POV, have been cited for a severe moving violation, (e.g., reckless driving, involved in an at-fault accident, driving under the influence, speeding > 15 mph, or anyone who is Command referred). This training is also required for DOD civilians who, while operating a GMV (on- or off-installation), have been cited for the same offenses listed above. Garrison Safety is the COR and Proponent for the Army Approved RDT.

e. Mileage Pass.

All unofficial travel outside of a 250-mile radius will require a signed DA 31 by the unit Commander.

f. Traffic Regulations.

1) Vehicle Operation (POV). To operate a private motor vehicle, Soldiers will have a valid driver's license, registration, appropriate state safety inspection and insurance, presentable to law enforcement on demand.

2) Child Restraint. Children under six years of age riding in a passenger automobile, van, or pickup truck, other than a taxicab or a public transit vehicle, shall, while such motor vehicle is in motion and operated on a public road, street, or highway, be secured by the proper federally-approved restraint, such as a child passenger restraining system appropriate for such child's height and weight and approved by the U.S. Department of Transportation (USDOT). Only USDOT approved "Child Restraint Seat" use is authorized IAW state law.

3) Pickup Truck Restraints. It is unlawful for anyone under the age of 18 to ride as a passenger in the bed of a pickup truck on any Georgia interstate highway or on any highway if the vehicle exceeds 35 MPH. (O.C.G.A. § 40-6-3). Riding in the back of an open civilian truck on Fort Stewart, WAAF, or HAAF is prohibited.

4) Cell Phone Use. The Fort Stewart Installation has adopted Federal Regulation Title 32 CFR 634.25(3), which prohibits the use of cellular phones while operating a vehicle unless the use of the cellular phone is accomplished hands free.

5) Driver distractions. Vehicle operators on a DOD Installation and operators of Government-owned vehicles shall not wear any portable headphones, earphones, or other listening devices (except for hand-free cellular phones) while operating a motor vehicle.

Civil Court Appearance. All Soldiers appearing before a Civil Court will wear the Army Service Uniform (ASU) or Army Green Service Uniform (AGSU), if wearing a uniform, and be accompanied by an Officer or NCO. If the Soldier is an NCO, the accompanying

NCO will be at least one rank higher than the Soldier. If the Soldier is in uniform, Sponsors will wear the ASU or AGSU as well

6) CG Policy Letter #5: Speeding and Installation Driving Privileges.

a. Speeding.

All persons introducing and operating motor vehicles on FSGA or HAAF will do so in accordance with posted speed limits. All persons operating a motor vehicle on these installations traveling at a rate of speed 20 miles per hour or greater above the posted speed limit on FSGA or HAAF will have their installation driving privileges suspended for a minimum of 30 calendar days. Consistent with AR 190-5, paragraph 2-6. b., this suspension will become effective 14 calendar days after the individual is notified of their right to an administrative hearing before a designated hearing Officer. If the individual elects to appear for an administrative hearing, the suspension will be deferred pending the outcome of the hearing. If the individual requests a continuance of the administrative hearing date beyond the 14-day period, the suspension will become effective immediately on receipt of notice that the request for continuance has been granted and remain in force pending a hearing at a scheduled hearing date.

b. Repeat Incidents of Speeding.

Individuals cited a second time by law enforcement within a year for traveling 20 miles per hour or greater above the posted speed limit on FSGA or HAAF will have their on-post driving privileges suspended for 12 months in a manner consistent with AR 190-5, Alleged Speeding by Military Personnel. DD Form 1408 (Armed Forces Traffic Ticket) will be issued to all military personnel cited for operating a motor vehicle over the posted speed limit. The DD Form 1408 will be directed to the military personnel's Special Court-Martial Convening Authority for disposition. The Special Court-Martial Convening Authority will promptly notify the FSGA/HAAF Magistrate Court, through their supporting Judge Advocate, the disposition of their citation/DD Form 1408 for operating a motor vehicle over the posted speed limit to ensure any potential further disposition of speeding is in accordance with law and regulation.

4. Motorcycle.

All Soldiers operating a motorcycle will successfully complete an appropriate Motorcycle Safety Foundation (MSF)-based Basic Rider Course (BRC) or state-approved curriculum for motorcycle operator's safety training. Based on the type of motorcycle owned and operated, Soldiers will complete either Experienced Rider Course (ERC)/Basic Riders Course II (BRCII), or the Military Sport bike Riders Course (MSRC)/Advanced Riders Course (ARC), within 12 months of completing the BRC. Within 5 years following completion of the operator safety course, Soldier will complete motorcycle sustainment training consisting of the ERC/BRC-II or MSRC/ARC. Sustainment training will mirror MC course selection.

a. Personal protective equipment (PPE). ALL Soldiers and civilian riders on Fort Stewart at a minimum will wear the following:

1) DOT - approved helmet properly fastened.

- 2) Proper eye protection (impact or shatter resistant).
- 3) Full-fingered gloves.
- 4) Long trousers, long-sleeved shirt.
- 5) High visibility shirt or jacket (high visibility garments are brightly colored for day and retro reflective for night).
- 6) Foot protection, including sturdy over-the-ankle footwear that affords protection for the feet and ankles (durable leather or ballistic-type cloth athletic shoes that cover the ankles may be worn).
- 7) The fluorescent vest or other high visibility outerwear is optional while operating or riding on a motorcycle in uniform or civilian clothing.

b. Units will identify and place on orders Motorcycle Mentors at the Brigade, Battalion, and Company level.

- 1) Mentors will ensure motorcycle-licensed personnel adhere to safety standards established by Fort Stewart and State Department of Motor Vehicles. They will ensure riders complete the required check ride, conduct a motorcycle inspection, and maintain a date sheet and roster for all riders assigned to the unit.

c. First-line Leaders will be familiar with motorcycle safety requirements.

- 1) First-line Leaders will conduct a safety inspection prior to all extended weekends or upon the Soldier going on leave/special pass.

5. Privately Owned Weapons.

All Soldiers, DOD personnel, and their dependents entering Fort Stewart with a privately-owned firearm must properly register said firearm within 72 hours of arrival. Firearms that are not registered by individuals who live on or are temporarily living on Fort Stewart/HAAF will be stored at the applicable Installation Police Station until registration procedures can be finalized. Soldiers residing in barracks are not authorized to have weapons in the barracks. However, authorized, legally-acquired weapons and ammunition may be stored in unit arms rooms upon the unit Commander's approval and registration of firearms. ([IMSH-ES Regulation 190-11](#)).

6. Safety Inspections, Briefings and Discussions.

a. Leaders will conduct safety inspections of the primary POV owned and/or operated by their Soldiers, to include motorcycles. Inspections are conducted prior to any training or Federal holiday in conjunction with a weekend. In addition, any Soldier requesting a mileage pass and driving a POV must have a safety inspection. These inspections will include basic operational and safety features in addition to the license, registration, and insurance requirements mentioned above.

b. Briefings and Discussions. Leaders must provide safety awareness briefings and discuss (one-on-one) off-duty plans with their Soldiers. Leaders must know their Soldiers' off-duty plans, assist in those plans, and take time to become engaged face-to-face with their Soldiers. At the minimum, safety briefings/discussions will be conducted prior to weekend release, prior to holiday and long weekends, monthly by unit Commanders, and prior to personnel taking leave, pass, going TDY, and when extreme weather conditions are expected.

7. Sexual Harassment/Assault Response & Prevention (SHARP).

a. General.

Sexual Assault is a crime that strikes at the health, welfare and dignity of our service members and undermines the readiness of our Force. As military professionals, we must fully understand the destructive nature of these acts, lead our focused efforts to prevent them, and promote positive Command climates and environments that reinforce mutual respect, trust, and confidence. Sexual Assault among service members is a problem we face together, and one that can be solved together.

b. Some Points to Consider.

- 1) Sexual harassment and sexual assault are punishable under the UCMJ.
- 2) Approximately 1/3 of all reported sexual assaults within the Army are preceded by sexual harassment.
- 3) Soldiers in the age range of 18-24 are the focal point for both victims and subjects in sexual assaults.
- 4) A victim's lack of verbal or physical resistance does not constitute consent.
- 5) Consent is not given when a person uses force, threat of force or coercion, or when the victim is asleep, incapacitated, or unconscious.
- 6) Consent may be withdrawn at any time.

8. Reporting Procedures of Sexual Assault.

a. Restricted reporting notification can only be to one of the following: a Sexual Assault Response Coordinator (SARC); Victim Advocate (VA); Behavioral Health (SH); Special Victims' Counsel (SVC), and Medical Treatment Facility. Additional guidance can be found in [DODi 6495.02](#) or call the 24hr Sexual Assault Response Hotline at (912) 271-9958 or DOD 24hr Safe Help Line at Toll Free 877-995-5247/DSN 202-540- 5962.

b. Unrestricted Reporting notification is made to Law Enforcement, Chain of Command, SARC/VA and Medical Treatment Facility or call the 24hr Sexual Assault Response Hotline at (912) 271-9958 or DOD 24hr Safe Help Line at Toll Free 877-995- 5247/DSN 202-540-5962.

9. Sexual Assault Reporting Options for Victims.

a. **Restricted Reporting.** A service member that is sexually assaulted and desires medical care, counseling, and victim advocacy without initiating the investigative process should use the restricted reporting option. Restricted reporting allows a sexual assault victim to confidentially disclose the details of the assault to specifically identified individuals and receive medical treatment, counseling, and legal advice, without triggering the official investigative process. Restricted reporting is intended to give victims additional time and increased control over the release and management of their personal information and to empower them to seek relevant information and support to make more informed decisions about participating in the criminal investigation.

b. A victim that receives appropriate care and treatment and is provided an opportunity to make an informed decision about a criminal investigation is more likely to develop increased trust that his or her needs are of primary concern to the Command and may eventually decide to pursue an investigation. Even if the victim chooses not to pursue an official investigation, this additional reporting avenue gives Commanders a clearer picture of the sexual violence within their Command and enhances Commanders' ability to provide an environment that is safe and contributes to the well-being and mission-readiness of all its members.

c. **Unrestricted Reporting.** A service member who is sexually assaulted and desires medical treatment, counseling, legal advice, and an official investigation of their allegation should use current reporting channels, for example, Chain of Command, law enforcement, or the SARC. Upon notification of a reported sexual assault, the SARC will immediately assign a Victim Advocate. Healthcare providers will, with the consent of the victim, initiate the appropriate care and treatment and report the sexual assault to law enforcement or the Chain of Command. Additionally, at the victim's discretion/request, the healthcare provider will conduct a forensic medical examination, which may include the collection of evidence. Details regarding the incident will be limited to only those personnel who have a legitimate need to know.

10. Equal Opportunity.

The Equal Opportunity (EO) program includes a comprehensive effort to maximize human potential and ensure fair treatment for all persons. The EO philosophy is based on fairness, justice, and equality. All Fort Stewart personnel will provide fair treatment for military personnel and their Family members without regard to race, religion, color, national origin, or gender (the six EO-protected categories). This policy applies both on- and off-post, during duty and non-duty hours, and extends to working, living, and recreational environments. Equal Opportunity is the responsibility of Leadership at all levels and a function of Command. Discrimination, whether real or perceived, destroys cohesion, damages morale/discipline, and interferes with mission accomplishment. Every individual has the right to work in an environment free of discrimination. Leaders will set the example with regard to equal opportunity and direct full compliance by their subordinate Leaders. Commanders will establish robust EO programs and conduct realistic training by using a small group, interactive, discussion-based format. At a minimum, EO training will be conducted quarterly, and senior Leader attendance at EO training is mandatory. Command Climate Surveys will be conducted within 30 days of assuming Command, again at six months, and annually thereafter.

11. **Media Tips.**

Contact your Public Affairs Officer (PAO) if you are contacted by the media. These are tips to follow if approached by the media and PAO is not present.

a. Interview Basics.

- 1) Always stay in your lane and tell the truth.
- 2) Talk about your job and how you are trained to do it.
- 3) Do not speak for any higher Headquarters.
- 4) If you don't know something, say so.
- 5) If asked questions outside of your responsibility, refer reporter to your PAO for answers, assistance, or clarification.
- 6) Assume that everything you say is "on the record."
- 7) You are in control of the interview. Listen to the questions and clarify before answering. You can always choose not to conduct the interview.

b. Be polite. Treat media with respect and expect the same from them. Perception is reality.

c. You are the message. Facts provide information; emotions and energy provide interpretation.

SECTION EIGHT

References

The following references were used while creating this handbook, however, future changes in Army policy and regulations will supersede unless otherwise notified. You are encouraged to visit the Fort Stewart website, <https://home.army.mil/stewart/index.php/units/3ID> for other policies and references.

1. AR 190-5, Motor Vehicle Traffic Supervision.
2. AR 190-24, Armed Forces Disciplinary Control Boards and Off-Installation Liaison and Operations.
3. AR 385-10, The Army Safety Program.
4. AR 600-9, The Army Body Composition Program.
5. AR 600-20, Army Command Policy.
6. AR 600-25, Salutes, Honors, and Visits of Courtesy.
7. AR 600-55, The Army Driver and Operator Standardization Program.
8. AR 600-63, Army Health Promotion.
9. AR 670-1, Wear and Appearance of Army Uniforms and Insignia.
10. DA PAM 670-1, Wear and Appearance of Army Uniforms and Insignia.
11. ADP 6-22, Army Leadership and the Profession.
12. FM 7-22, Army Physical Readiness Training.
13. TB-MED 287.