

TRADOC Pamphlet 600-4

The Soldier's Blue Book

**THE GUIDE FOR
INITIAL ENTRY
TRAINING SOLDIERS**

***March
2025***



12 March 2025

DEPARTMENT OF THE ARMY

Headquarters, U.S. Army Training and Doctrine Command
Fort Eustis, Virginia 23604-5700

Foreword

Welcome to America's Army! You are joining the Profession of Arms, a "community of practice" within the Army Profession. You have taken the first step on a journey that I'm confident will change your life forever. Upon completion of your Basic Combat Training, you will earn the title "Soldier" and with continued honorable service you will always be a "Soldier for Life".

The Army you are joining is a time honored, trusted profession that supports and defends the Constitution and the rights and interests of the American people. It's comprised of dedicated Soldiers and Army Civilians who perform their duty with discipline and to standard while striving for excellence.

Living the Army Ethic, including the Army Values of loyalty, duty, respect, selfless service, honor, integrity, and personal courage is the basis for our bond of trust with the American people and mutual trust with each other. Just like generations of Citizen-Soldiers who previously answered the call to defend America's freedoms. You are now joining a calling with a shared identity as trusted Army professionals.

Over the next several weeks, we will help you transition from a citizen volunteer to become a Soldier with character, competence, and commitment. We will develop you to be physically and mentally ready to accomplish the mission in the right way. I'm confident that you are up to the task. I hope you will find this experience personally and professionally rewarding, and, if you let it, it will set you on a path of continued success. So, let's get started!

David J. Francis
Lieutenant General, U.S. Army
Commander, Center for Initial Military Training

Soldier Information

Name: _____

My Basic Combat Training (BCT)/One Station Unit Training (OSUT)/Advanced Individual Training (AIT) Company Chain of Command:

* Note: Use pencil

Company commander: _____

First sergeant: _____

Platoon leader: _____

Drill sergeant: _____

Drill sergeant: _____

Instructor/squad leader: _____

Instructor/squad leader: _____

My mailing address:

My battle buddy is...

My Sexual Harassment/Assault Response and Prevention (SHARP) Program Contacts: Fill in using a pencil upon arrival at BCT, AIT and/or OSUT, and first unit of assignment:

Unit victim's advocate/SHARP representatives:

Company: _____

Battalion: _____

Brigade: _____

Notes: _____

BCT Training Calendar

This is a tool for you to record milestones (Army Combat Fitness Test (ACFT), rifle marksmanship, field training exercise (FTX), etc.)

BCT Calendar	Monday	Tuesday	Wednesday
Week 1			
Week 2			
Week 3			
Week 4			
Week 5			
Week 6			
Week 7			
Week 8			
Week 9			
Week 10			

BCT Calendar (cont.)

Thursday	Friday	Saturday	Sunday

Notes:

This image shows a single sheet of white paper with horizontal blue or grey ruling lines. The lines are evenly spaced and run across the width of the page. There are approximately 20 lines visible. The paper has a slight shadow on the right side, suggesting it's resting on a surface.

This image shows a single sheet of white paper with horizontal ruling lines. The lines are evenly spaced and run across the width of the page. There are no margins, text, or other markings on the paper.

[illegible]

[illegible]

This page intentionally blank.

Department of the Army
Headquarters, U.S. Army
Training and Doctrine Command
Fort Eustis, Virginia 23604-5700

*TRADOC Pamphlet 600-4

12 March 2025

The Soldier's Blue Book

FOR THE COMMANDER:

David J. Francis
Lieutenant General, U.S. Army
Deputy Commanding General

OFFICIAL:

A handwritten signature in dark ink, appearing to read 'J.D. Barrett', with a long horizontal flourish extending to the right.

JASON D. BARRETT
Deputy Chief of Staff, G-6

History. This is a mandated revision to TRADOC Pamphlet 600-4. The portions affected by this revision are listed in the summary of change.

Summary. This pamphlet is the guide for all initial entry training Soldiers who join our Army Profession. It provides an introduction to being a Soldier and trusted Army Professional, certified in character, competence, and

*This pamphlet supersedes TRADOC Pamphlet 600-4, dated 13 October 2023.

commitment to the Army. The pamphlet introduces Soldiers Professional, certified in character, competence, and commitment to the Army. The pamphlet introduces Soldiers to the Army Ethic, Values, Culture of Trust, History, Organizations, and Training. It provides information on pay, leave, Thrift Savings Plans, and organizations that will be available to assist you and your Families. The Soldier's Blue Book is mandated reading and is maintained and available during Basic Combat Training/One Station Unit Training and Advanced Individual Training.

Applicability. This pamphlet applies to all active Army, U.S. Army Reserve, and the Army National Guard enlisted initial entry training conducted at service schools, Army Training Centers, and other training activities under the control of Headquarters, U.S. Army Training and Doctrine Command.

Proponent and exception authority. The proponent for this pamphlet is Commander, U.S. Army Center for Initial Military Training (ATMT-OP), 210 Dillon Circle, Fort Eustis VA 23604-5701. The proponent has the authority to approve exceptions or waivers to this pamphlet that are consistent with doctrine and training publishing regulations.

Suggested improvements. Users are invited to send comments and suggested improvements on DA Form 2028 (Recommended Changes to Publications and Blank Forms) directly to the U.S. Army Center for Initial Military Training (ATMT-OP), 210 Dillon Circle, Fort Eustis, VA 23604-5701 or email to usarmy.jble.tradoc.mbx.dcg-imt-g7@army.mil.

Distribution. This publication is available electronically at the U.S. Army Training and Doctrine Command Administrative Publications website, <https://adminpubs.tradoc.army.mil/>. Requests for hardcopy distribution are to be submitted to the proponent.

Summary of Changes

TRADOC Pamphlet 600-4
The Soldier's Blue Book

This mandated revision, dated 12 March 2025-

- o Removes Diversity, Equity, Inclusion, and Accessibility Policy and Programs per Executive Order 14151 (throughout).
- o Changes “gender” to “sex” per Executive Order 14168 (throughout).
- o Changes signature authority title from *Deputy Commanding General/Chief of Staff* to *Deputy Commanding General* (title page).
- o Makes administrative corrections (throughout).

Table of Contents

	Page
Foreword	i
Soldier Information	ii
BCT Training Calendar	iv
Introduction	11
Chapter 1 – The Army	13
1-1. Why we have an Army	14
1-2. What the Army uniform represents	17
1-3. Why we serve	18
1-4. The Army's Motto – “This We'll Defend”	18
1-5. Oath of Enlistment	19
Chapter 2 – The Army as a Profession	20
2-1. The Army Profession	20
2-2. What it means to be a Soldier	21
2-3. Who we are not	22
2-4. The Army's commitment to you	23
2-5. The journey begins	24
2-6. Army Values	25
2-7. The Soldier's Creed	28
2-8. Expectations for Army Soldiers and Leaders	29
Chapter 3 – The Reception Battalion	31
3-1. The Path	31
3-2. Critical information needed upfront	34
3-3. The Battle Buddy System	34
3-4. Suicide prevention	35
3-5. Warrior Ethos	37
3-6. The BCT/OSUT/AIT “Golden Rules”	37
Chapter 4 – BCT/OSUT/AIT	38
4-1. What to expect	38
4-2. The training company – Your unit	39
4-3. Separate and secure environment	39

4-4. Drill sergeants	41
4-5. The Soldierization process	43
4-6. Daily schedule.....	44
4-7. Basic Combat Training (BCT).....	45
4-8. Warrior tasks and battle drills	48
4-9. BCT graduation requirements.....	51
4-10. Military time.....	51
4-11. AIT/OSUT	53
4-12. What is the difference between drill sergeants and platoon sergeants (PSG)?	55
4-13. General orders and special orders	57
4-14. Guard duty	58
4-15. Phonetic alphabet	60
Chapter 5 – Personal Appearance and Uniforms	61
5-1. Personal appearance.....	61
5-2. Army Combat Uniform in the Operational Camouflage Pattern (ACU OCP).....	71
5-3. Enlisted Army Green Service Uniform.....	76
5-4. Awards and decorations	84
Chapter 6 – Critical Information Required for BCT/OSUT/AIT	87
6-1. Rank insignia	87
6-2. Customs and Courtesies	93
6-3. Bugle Calls.....	99
6-4. Drill and Ceremonies	100
Chapter 7 – Physical Readiness.....	104
7-1. Army Physical Fitness Uniform (APFU).....	105
7-2. Army Combat fitness test (ACFT) references.....	107
7-3. Army Combat Fitness Test Standards.....	108
Chapter 8 – Health and Safety	111
8-1. Performance Nutrition	111
8-2. Sleep.....	126

8-3. Activity.....	127
8-4. Hygiene.....	129
8-5. Male Health and Hygiene	142
8-6. Female Health and Hygiene	145
8-7. Ready and Resilient.....	152
8-8. Chaplains.....	153
8-9. Risk management.....	154
Chapter 9 – Discipline	155
9-1. Non-Punitive Corrective Action.....	157
9-2. Military Equal Opportunity (MEO) Policy	162
9-3. Policy on relationships between Soldiers:	165
9-4. SHARP.....	171
9-5. The Army Ethic:	179
9-6. Standards and principles of ethical conduct.....	181
Chapter 10 – Reference Material	183
10-1. The National Anthem	183
10-2. The Army Song	184
10-3. The Code of Conduct.....	185
10-4. Army Organizations	189
Chapter 11 – First Duty Station	190
11-1. Where Will I Serve?	190
11-2. How can I prepare?	191
11-3. Promotions.....	191
11-4. Total Army Sponsorship Program and Army Career Tracker	194
11-5. Soldier for Life Program.....	197
Appendix A - References	200
Appendix B – Army Resources	205
B-1. Leave and Earnings Statement.....	205
B-2. Managing personal finances	207
B-3. Tri-Service Health Care (TRICARE).....	216
B-4. Servicemembers' Group Life Insurance (SGLI).....	217

B-5. Dental	217
B-6. Army Emergency Relief.....	219
B-7. Soldier for Life and credentialing.....	221
B-8. Information websites for family members.....	227
Appendix C – Manual of Applied Performance Skills (MAPS)	231
Appendix D: Basic Connections	279
Appendix E – U.S. Army Historical Vignettes	281
Appendix F – Sample Medical Forms	305
Appendix G – Soldier’s Notes.....	307
Glossary	309

Table of tables and figures

	Page
Figure 1-1. Army timeline	15
Figure 1-2. Army timeline - 1775 to present	16
Figure 1-3. Army Oath of Enlistment.....	19
Figure 2-1. Army Profession	20
Figure 2-2. Army Values	25
Figure 2-3. Soldier’s Creed	28
Figure 4-1. Drill Sergeant Creed	43
Figure 4-2. M4 carbine rifle left side.....	47
Figure 4-3. M4 carbine rifle right side	47
Table 4-1. Military time.....	52
Figure 4-4. Phonetic alphabet.....	60
Figure 5-1. Rank insignia placement	73
Figure 5-2. Patrol cap.....	74
Figure 5-4. Clothing bag initial issue items: Personal and Utility Clothing and Individual Equipment.....	76
Figure 5-5. Enlisted Army Green Service Uniform (AGSU) (Male)	77

Figure 5-6. Enlisted Army Green Service Uniform (AGSU) (Female).....	78
Figure 5-7. U.S and branch insignia, AGSU coat	79
Figure 5-8. Ribbon placement on AGSU coat	80
Figure 5-9. Wear of beret (male and female).....	83
Figure 5-10. Clothing bag initial issue AGSU	84
Figure 5-11. Marksmanship badges	86
Table 6-1. Army rank structure	87
Figure 6-1. Hand salute	95
Figure 6-2. Drill and ceremony position	103
Figure 7-1. Wear of Army physical fitness uniform	106
Table 7-1. 3-Repetition Maximum Deadlift	109
Table 7-2. Standing Power Throw	109
Table 7-3. Hand Release Push-up.....	109
Table 7-4. Sprint-Drag-Carry	110
Table 7-5. Plank.....	110
Table 7-6. 2-Mile Run	110
Figure 8-1. Power Plate performance nutrition guidance	112
Figure 8-2. Go for Green® (G4G) nutrition program.....	116
Figure 8-3. Performance Readiness Bars	117
Figure 8-4. Multivitamin with Iron content and size.....	119
Figure 8-5. Are you hydrated? Urine color test.....	122
Figure 8-6. Supplements.....	125
Figure 8-7. Risk management cycle	154
Table 11-1. Promotion time in service/grade	192
Table 11-2. With waiver promotion time in service/grade	192
Table 11-3. Specialist promotion time in service/grade ..	193
Figure B-1. Leave and earning statement	205
Figure B-2. Retirement system	215
Figure C-1. BCT MAPS table of contents	232
Figure C-2. Mental fitness continuum	234
Figure C-3. Resilience pictorial	235

Figure C-4. Resilience skills you will learn.....	236
Figure C-5. Activating Thought Consequence model	237
Figure C-6. Manage your emotions and reactions.....	238
Figure C-7. Adjust your thoughts	239
Figure C-8. Restructure your thoughts.....	240
Figure C-9. Grounding and goal setting.....	241
Figure C-10. Goal setting, cont	242
Figure C-11. Goal setting example 1	243
Figure C-12. Goal setting example 2	244
Figure C-13. Goal setting practice – ACFT	245
Figure C-14. Goal setting practice – BCT/OUST	246
Figure C-15. Goal setting practice – Army career	247
Figure D-1 Basic Connections	279
Figure D-2. Recognize, be aware of, regulate and express our emotions wheel	280
Figure E-1. Historical vignettes	282
Figure F-1. 9 Line MEDEVAC request.....	305
Figure F-2. Tactical Combat Casualty Care (TCCC) card	306

The “Blue Book”

Introduction

Since 1775, U.S. Army Soldiers exhibited unwavering courage, self-discipline, military expertise, and esprit de corps, through tough, challenging military training and combat operations. Soldiers, like you, volunteered to serve and fight to protect their families and friends from enemies that sought to do us harm, and to defend the ideals of our nation.

We gain strength from training, and the basis for our training stems from a past deeply rooted in determination and adaptability.

From the beginning, American Soldiers were brave and fought with determination but were at a military disadvantage when fighting against highly trained and better organized British and Hessian Soldiers.



To win the Revolutionary War, General George Washington's Army needed training, discipline, and esprit de corps.

Seeking a solution, General Washington tasked Baron von Steuben with transforming the large group of hungry and exhausted men at Valley Forge into a disciplined fighting force. In the harsh Pennsylvania winter, Baron von Steuben instructed a company of future leaders in basic military

movements and tactical skills; those individuals were the predecessors of our Drill Sergeants!

He developed those cadre members until they could, in turn, train the entire Revolutionary Army in the art of basic military maneuvers. Through their perseverance and sense of duty, these dedicated troops achieved the highest standards. As a result, Washington's men fought skillfully and demonstrated the discipline of a professional Army. Ultimately, the Army won the Revolutionary war and independence after 8 years of fighting.

Training to standard and developing the commitment to adapt and overcome adversity became the hallmarks of the American Soldier. Baron von Steuben, by then the Army Inspector General, wrote the *Regulations for the Order and Discipline of the Troops of the United States*—now commonly referred to as the Soldier's Blue Book—an instructional guide for future generations. This book consists of detailed training procedures, the standards of military conduct, and the fundamentals every Soldier needs to know.

Use this Soldier's Blue Book on the journey you are about to undertake. Just as the Soldiers before you trained to serve and protect our Nation, this book will help you to learn, train and perform the tasks required of you to become Soldiers in the U.S. Army.

Chapter 1 – The Army

On 14 June 1775, the Second Continental Congress established “the American Continental Army.” The U.S. Army is the senior Service of the Armed Forces. As one of the oldest American institutions, it predates the Declaration of Independence and the Constitution. For almost two and a half centuries, Army forces have protected this Nation. Our Army flag is adorned with over 190 campaign and battle streamers to date, each one signifying great sacrifice on behalf of the Nation.

The Army’s mission is to fight and win the Nation’s wars through prompt and sustained land combat, as part of the joint force.



1-1. Why we have an Army

It is the intent of Congress to provide an Army that is capable, in conjunction with the other armed forces, of-

Preserving the peace and security, and providing for the defense of the United States, the Commonwealths and possessions, and any areas occupied by the United States.

Supporting the national policies; Implementing the national objectives; and

Overcoming any nations responsible for aggressive acts that imperil the peace and security of the United States.

Title 10, U.S. Code, Section 7062(a)



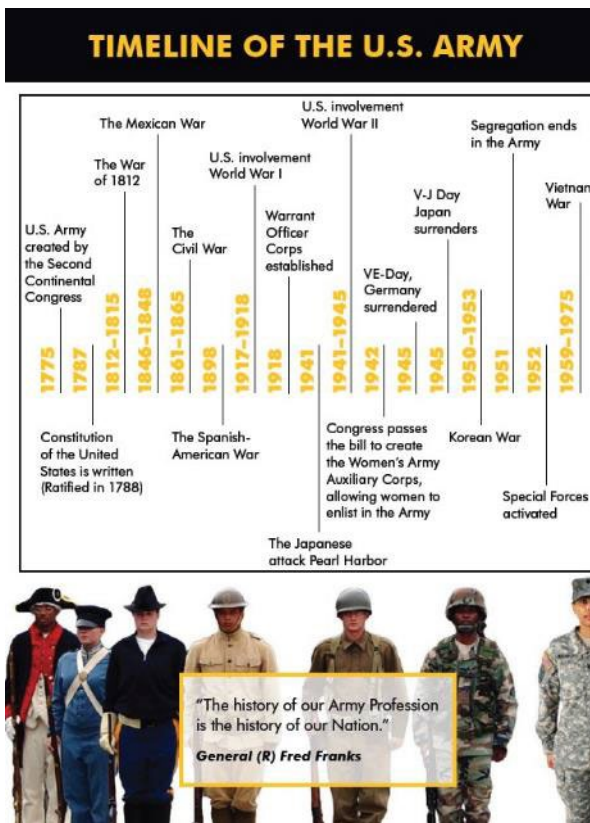


Figure 1-1. Army timeline

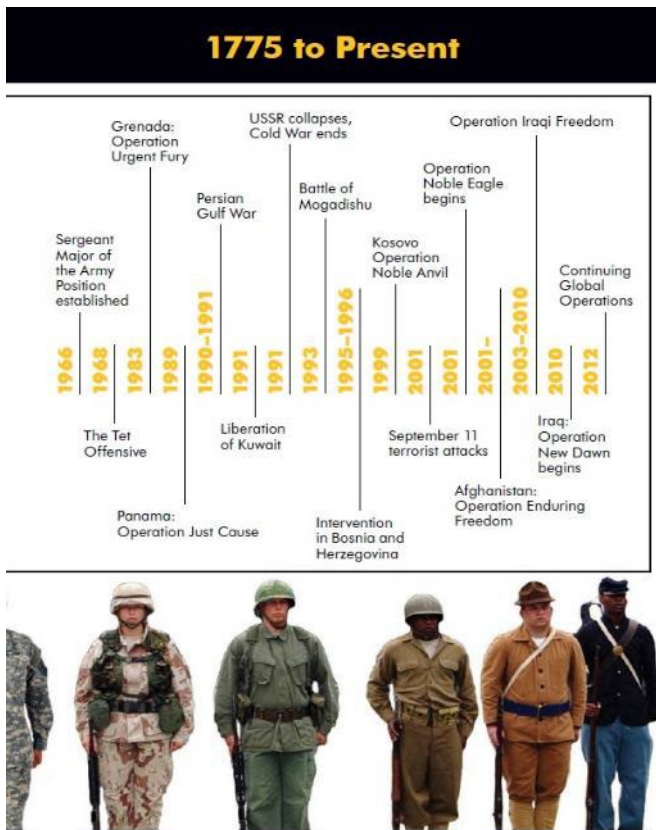


Figure 1-2. Army timeline - 1775 to present

1-2. What the Army uniform represents

Army uniforms include those designed for formal occasions, duty within an office or in garrison, and for tactical training and operations. Wearing the uniform of a U.S. Army Soldier is an honor and a privilege which must be earned. When we take our Oath of Service and are authorized to wear the uniform, we incur a sacred obligation to live by and uphold the moral principles of the Army Ethic and perform our duty professionally.

For Army Families, the uniform is a source of both pride and sacrifice.

Living by and upholding the Army Ethic is our life-long commitment. For our veterans, it represents one of the most important periods of their lives: pride in honorable service, accomplishments as part of a team, and a life-long connection to the comrades with whom they served, and in some cases, lost during their time in uniform.

When Soldiers return to society as private citizens, they are expected to continue to be moral-ethical role models for their Families and communities, contributing to the well-being of the United States of America, as *Soldiers for Life*.

For the American people, Soldiers are their sons, daughters, relatives, and neighbors. In us they see patriotism, honorable service, and courage.

Being seen as defenders of our freedoms you are expected to earn and sustain the trust of our society.

People around the world recognize the American Soldier as a symbol of the United States and its values, democracy,

and a commitment to defend the right of all people to life, liberty, and the pursuit of happiness.

To our enemies, the Soldier represents American strength, resolve, and a commitment to defend the values that we hold dear as a Nation.

1-3. Why we serve

As Soldiers, we are committed to do our duty to contribute to the “common defense;” we share a love of our country and of our Army Family; we defend American values that frame the nation as expressed in the Declaration of Independence and the Constitution of the United States; and we serve “not to promote war, but to preserve peace.”

1-4. The Army’s Motto – “This We’ll Defend”

The Army’s motto remains as relevant today as it did at our Nation’s founding. The pronoun “We” reinforces our collective team effort and “Defend” remains our Army’s main mission. The Army continues this pledge into the future, as we have done since 1775.



Department of the Army Emblem

1-5. Oath of Enlistment

Members of the American Armed Services swear or affirm to support and defend the Constitution of the United States—not a leader, people, government, or territory.

That solemn oath ties service in the Army directly to the founding document of the United States. The oath expresses a noble calling to honorable service on behalf of the American people.

We serve because we believe America must be defended by a Professional Army of Soldiers and Army Civilians who are inspired to honorably fulfill their Oaths of Service. We accomplish our missions as a team, partnering with the other armed forces in the joint community and with government services that dedicate themselves to defending the U.S. Constitution and protect the Nation's interests, at home and abroad, against all threats."

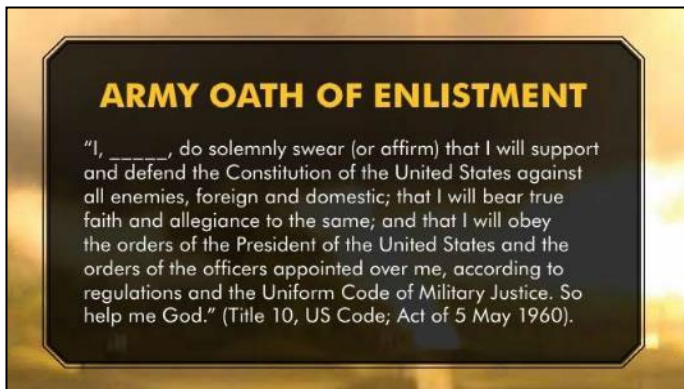


Figure 1-3. Army Oath of Enlistment

Chapter 2 – The Army as a Profession

2-1. The Army Profession

Our shared identity, as *trusted Army professionals*, derives from our shared understanding of and respect for those whose legacy we celebrate. We honor this cherished inheritance in our customs, courtesies, and traditions. Units and organizations preserve their storied histories and proudly display distinctive emblems (regimental colors, crests, insignia, patches, and mottos). The campaign streamers on the Army flag remind us of our history of honorable service to the Nation. These symbols recall the sacrifices and preserve the ties with those who preceded us.

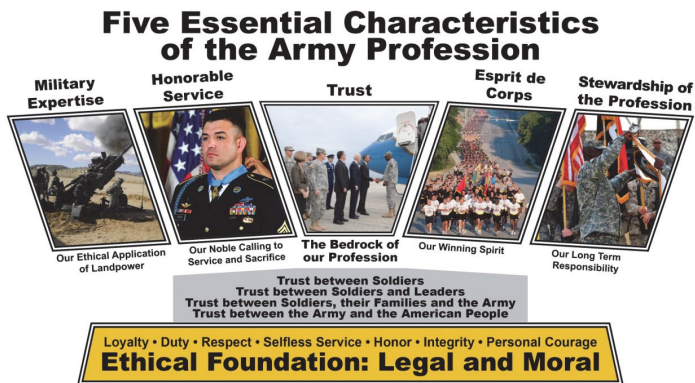


Figure 2-1. Army Profession

The essential Characteristics of the Army profession are Trust, Military Expertise, Honorable Service, Stewardship

and Esprit de Corps.

Our Army Profession includes two mutually supporting communities of practice—

- The Profession of Arms: Soldiers of the Regular Army, Army National Guard, and U.S. Army Reserve.
- The Army Civilian Corps composed of civilian professionals serving in the Department of the Army.

The Army Ethic: The heart of the Army and the inspiration for our shared professional identity – Who we are and why and how we serve. It motivates and guides our conduct as Soldiers and Army Civilians who are bound together with the Army Culture of trust in common moral purpose.

2-2. What it means to be a Soldier

Soldiers are trusted professionals of character, competence, and commitment. The Army is an honored profession, founded on the bedrock of trust – trust among leaders, peers, and subordinates; between Soldiers and Army Civilians; trust in the Army professionals, and their families; and trust between the Army and the American people. By our solemn oath, we are morally committed to support and defend the Constitution. This duty requires a foundation of trust with the American people who grant us autonomy to use lethal force on their behalf, only because we have earned their trust. Army professionals understand and accept that they may give their lives and justly take the lives of others to accomplish the mission. The moral implications of this realization compel essential bonds of mutual trust within cohesive teams. The Nation tasks the Army to do many things besides combat operations, but ultimately, the

mission of the U.S. Army is to fight and win our Nation's wars through prompt and sustained land combat as part of the joint force. The Army and each of its members must maintain the readiness to accomplish this mission, now and in the future. **Once a Soldier, always a Soldier...A Soldier for Life.**

2-3. Who we are not

Army Professionals do not engage in or tolerate acts of misconduct or unethical decisions. Soldiers do not lie, cheat, steal, or treat others and their property with disrespect. Actions such as sexual harassment, sexual assault, and hazing are dishonorable and violate the Army Values and the Army Ethic while destroying trust, unit cohesion, and esprit de corps. One incident is one too many.

Sexual harassment is a form of discrimination that involves unwelcome sexual advances, requests for sexual favors, and deliberate or repeated offensive comments or gestures of a sexual nature.

Sexual assault is intentional sexual contact, characterized by use of force, threats, intimidation, or abuse of authority or when the victim does not or cannot consent. The term includes a broad range of sexual offenses including the following specific Uniform Code of Military Justice (UCMJ) offenses: rape, sexual assault, aggravated sexual contact, abusive sexual contact, forcible sodomy (forced oral or anal sex), and attempts to commit these acts.

Hazing is defined as any conduct whereby one military member or employee, regardless of Service or rank,

unnecessarily causes another military member or employee, regardless of Service or rank, to suffer or be exposed to an activity that is cruel, abusive, or harmful.

Bullying is the use of force, threat, or coercion to abuse, intimidate, or aggressively dominate others. The behavior is often repeated and habitual.

2-4. The Army's commitment to you

Our commitment to you is to help guide you on this journey from an aspiring member of the Army Profession to a Soldier who is certified in character, competence, and commitment.

We are committed to providing you with a safe and secure environment where everyone can live, train, and learn, while developing into Soldiers of...

- **Character:** Soldiers who understand, adhere to, and uphold the Army Ethic, as demonstrated by their decisions and actions.
- **Competence:** Soldiers who demonstrate the ability to perform their duty with discipline and to standard.
- **Commitment:** Soldiers who demonstrate the resolve to contribute honorable service to the Nation and accomplish the mission despite adversity, obstacles, and challenges.

In turn, you join the ranks of generations of Soldiers who previously answered the call to defend America's freedoms; you join a band of brothers and sisters who are prepared to serve this Nation in peace and in war; and you join the Army Profession, a profession dedicated to upholding the values

and ideals of our Country and its people that we serve and represent.

Our desired outcome as you complete your initial certification process is to provide the Army with a Soldier:

- Competent in basic combat skills and unique specialties.
- Who is a disciplined individual of character.
- Who is physically fit and ready to execute required Soldier and occupational specialty skills.
- Acculturated with Army Values, the Soldier's Creed, and Army history.
- Who is a trusted member of the Army team.
- Committed to serving the Army and Nation.
- Who is mentally capable and committed to serve as a trusted member of a team in their first unit of assignment.

2-5. The journey begins

When you took the Oath of Enlistment, you became a member of the Army Profession, albeit an aspiring professional.

The task at hand is to develop and certify you in Character, Competence, and Commitment. The responsibility for everyone's development and certification is a mutual one, a trusted bond, shared between you, your leaders, and the Army.

The first certification in becoming an Army Professional includes demonstrating the knowledge and skills to serve as a trusted Soldier in your first unit of assignment.

2-6. Army Values

Our ethical and moral foundation as Soldiers is solidified in the seven Army Values: Loyalty, Duty, Respect, Selfless Service, Honor, Integrity, and Personal Courage.

They are at the core of who we are as individuals, as Soldiers, as Professionals and as Americans. Whether on or off-duty, Soldiers live these values every day.

The easiest way to remember the Army Values is through the acronym “LDRSHIP”.

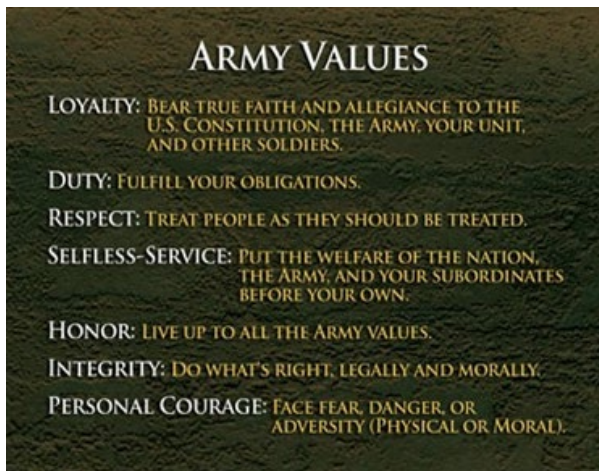


Figure 2-2. Army Values

LOYALTY: Bear true faith and allegiance to the U.S. Constitution, the Army, your unit, and other Soldiers.

Bearing true faith and allegiance is a matter of believing in and devoting yourself to something or someone. A loyal Soldier is one who supports the leadership and stands up for fellow Soldiers. By wearing the uniform of the U.S. Army, you express your loyalty. Doing your share displays loyalty to your unit.

DUTY: Fulfill your obligations.

Performing your duty means more than carrying out your assigned tasks. Duty means the ability to accomplish tasks as part of a team. The work of the U.S. Army is a complex combination of missions, tasks, and responsibilities — all in constant motion. Our work entails building one assignment onto another. You fulfill your obligations as a part of your unit every time you resist the temptation to take “shortcuts” that might undermine the integrity of the final product.

RESPECT: Treat people as they should be treated.

In the Soldier’s Code, we pledge to “treat others with dignity and respect while expecting others to do the same.”

Respect is what allows us to appreciate the best in other people. Respect is trusting that all people performed their jobs and fulfilled their duty. Self-respect is a vital ingredient with the Army value of respect, which results from knowing you put your best effort forward. The Army is one team and each of us contributes something.

SELFLESS SERVICE: Put the welfare of the Nation, the Army, and your subordinates before your own.

Selfless service is larger than just one person. In serving your country, you are doing your duty loyally without thought of recognition or gain. The basic building block of selfless service is the commitment of each team member to go a little further, endure a little longer, and look a little closer to see how he or she can add to the effort.

HONOR: Live up to all the Army Values.

The nation's highest military award is The Medal of Honor. This award goes to Soldiers who make honor a matter of daily living — Soldiers who develop the habit of being honorable and solidify that habit with every value choice they make. Honor is a matter of carrying out, acting, and living the values of respect, duty, loyalty, selfless service, integrity, and personal courage in everything you do.

INTEGRITY: Do what's right, legally and morally.

Integrity is a quality you develop by adhering to moral principles. It requires that you do and say nothing that deceives others. As your integrity grows, so does the trust others place in you. The more choices you make based on integrity, the more this highly prized value will affect your relationships with family and friends, and, finally, the fundamental acceptance of yourself.

PERSONAL COURAGE: Face fear, danger, or adversity (physical or moral).

Personal courage has long been associated with our Army. With physical courage, it is a matter of enduring physical duress and at times risking personal safety. Facing moral fear or adversity may be a long, slow process of continuing forward on the right path, especially if taking those actions is

not popular with others. You can build your personal courage daily by standing up for and acting upon the things that you know are honorable.

Note: Information identified by a “star” ★ requires memorization.

2-7. The Soldier’s Creed

The Soldier’s Creed ★

I am an American Soldier.

I am a warrior and a member of a team.

I serve the people of the United States and live the Army Values.

I will always place the mission first.

I will never accept defeat.

I will never quit.

I will never leave a fallen comrade.

I am disciplined, physically and mentally tough, trained and proficient in my Warrior tasks and drills.

I always maintain my arms, my equipment and myself.

I am an expert and I am a professional.

I stand ready to deploy, engage, and destroy the enemies of the United States of America in close combat.

I am a guardian of freedom and the American way of life.

I am an American Soldier.

Figure 2-3. Soldier’s Creed

2-8. Expectations for Army Soldiers and Leaders

a. American Soldiers live the Golden Rule, Army Values, the Soldier's Creed, and the Warrior Ethos. Soldiers do their best, enforce standards, and get the job done. Soldiers persevere despite privation, chaos, and uncertainty; refusing to quit or lose.

b. American Soldiers are Skilled. Able to perform their tasks in the dark, in the rain, under fire, and without thinking about it. The rest of the Army can count on them to do their job.

c. American Soldiers are Tough. Army Tough... Resilient...mentally and physically. Tough and resilient enough to be comfortable being uncomfortable, to take a surprise or shock and bounce right back into the fight, to move as far and fast as necessary, and to fight as long and as hard as necessary to win.

d. American Soldiers are Ready to deploy, move, or fight. They are mentally prepared for anything.

e. American Soldiers are Alert. They "live on Amber." They pay attention to what is going on around them, see what is coming towards them, and notice when something is out of place. A curious scout is looking behind doors and underneath tarps on patrol. They have an edge in combat because they see bad things before they happen.

f. American Soldiers are confident. Confident in themselves, at their job, with their weapon, in their teammates and their unit.

g. American Soldiers act with disciplined initiative. Soldiers do the right thing even when no one is looking. Soldiers do not sit and wait for orders. They determine what needs to be done and do it without being told. Soldiers follow SOPs and orders but are smart enough to see when the plan is failing; no longer fits the situation or the enemy is presenting an opportunity; smart enough to come up with a new plan that will work and have the guts enough to do it.

h. Army Leaders lead by personal example. They share risks and hardships with their Soldiers. They lead by the concepts of mission command, mission orders and commander's intent to empower the disciplined initiative of their troops. They carefully plan, in advance, but stay flexible in execution. They are not afraid to take measured risks or to act decisively when the situation is uncertain.

i. Army Leaders are responsible and accountable for their decisions, their troops, and their equipment.

j. Army Leaders know that, foremost, they must train their Soldiers to fight, win, and come home alive. They know, "the more we sweat in peace, the less we bleed in war." They know we must practice being operationally effective in miserable conditions and we will fight like we train.

k. Army Leaders ensure their unit is secure, postured, and ready to move or fight on short notice. They check security before bedding down. They are never surprised by the enemy because they take precautions to prevent surprise.

Chapter 3 – The Reception Battalion

3-1. The Path

Welcome to the reception battalion. Being here means that you met your initial entry qualification requirements. While at the military entrance processing station (MEPS) you underwent a battery of aptitude tests and medical examinations to determine if you were qualified for military service. Congratulations, you passed!

You were vetted mentally, physically, and intellectually, by passing the Occupational Physical Assessment Test (OPAT), and the Armed Services Vocational Aptitude Battery (ASVAB). You know your future military occupational specialty (MOS) – what your job entails and qualified for that job by taking and passing the OPAT and were sworn into the U.S. Army. Now it's time for you to begin the transformation to becoming a Soldier.

You are at one of the following **BCT/OSUT** locations:

- Fort Moore, Georgia
- Fort Jackson, South Carolina
- Fort Leonard Wood, Missouri
- Fort Sill, Oklahoma

If your MOS is 11B/11C (Infantryman), 19D (Cavalry Scout), 19K (Armor Crewman), 12B (Combat Engineer) or 31B (Military Police Officer), you will conduct your BCT and occupational skills training in one course. This is called “One Station Unit Training” or “OSUT”. OSUT is conducted at Fort

Moore for 11B and 19K Soldiers, and at Fort Leonard Wood for 12B and 31B Soldiers.

All other Soldiers will go through BCT at one of the four locations listed above, and upon completion, will attend a follow-on course called “Advanced Individual Training” or “AIT.” This course may be at the same installation as your BCT training or may be at another location.

At the successful completion of OSUT or AIT, you will be awarded your MOS and receive a basic understanding of character, competence, and commitment as a *trusted Army professional and Soldier for Life*.

While at the reception battalion, you will undergo further medical and dental processing. Medical and dental processing includes collection of blood for certain immunities, type, and deoxyribonucleic acid (known as DNA); hearing and vision exams (in addition to the MEPS exams); pregnancy screening; tuberculosis screening; immunizations; and a brief dental exam and x-rays. You will receive ear plugs, mouth guard, eyewear, eye protection, and personal protective items such as sunscreen. These are all items of “individual medical readiness” that you will maintain throughout your career.

You will also undergo further administrative processing (personnel and finance records, and security clearance if applicable).

You will receive a standard military haircut, be issued your initial clothing requirement, to include physical fitness and Army combat uniforms (ACUs), footwear and miscellaneous clothing items. You will be taught how to properly wear the

clothing issued and begin to learn the basics of military culture.

Your actions and ability to follow instructions will be monitored carefully. A drill sergeant or cadre member will take you through the stations required for you to enter the Army.

Follow all instructions and pay attention to detail. One of the key elements to being successful in the Army is to understand what is required of you and to ask questions if you are unsure.

A typical stay in the reception battalion lasts 3-5 days for BCT Soldiers and 5-7 days for OSUT Soldiers.

After completing reception in-processing, you will be assigned to a training company. Drill sergeants will pick you up at the reception battalion and travel with you to your BCT or OSUT company location.

EagleCash Value Card: While at the reception battalion, you will be issued an EagleCash Value Card, which has a value of \$350.00 for males and \$756.60 for females, as your initial advance of pay. This includes the \$406.60 cash allowance for females as part of their initial clothing allowance. The stored value card reduces cash/check operations. The card can be used at the Army and Air Force Exchange Service (AAFES) sites (barber shops, clothing sales, and Post Exchange facilities).



Any remaining value at expiration is returned to the Soldier; however, you will likely spend the full amount prior to completion of your

training. If you deploy immediately with your first unit of assignment, you may retain the card for up to 5 years.

3-2. Critical information needed upfront

During your stay at the reception battalion, BCT or OSUT, you are expected to read, study, and memorize necessary information. The purpose of the information is to introduce and reinforce who we are as Army Professionals and what we represent as Soldiers. Your job is to fully understand, comprehend and demonstrate your proficiency by reciting it to the drill sergeant and leaders either individually or as a group.

3-3. The Battle Buddy System ★

Soldiers rely on one another to stay motivated and reach peak performance. Although required in Initial Military Training, Soldiers will form natural bonds with their fellow Soldiers as part of Army culture. To contribute to this team spirit, we live by the buddy system. A buddy team is usually defined as two Soldiers (same sex) in the same unit who always look after each other.

By getting to know other Soldiers on a professional and personal level, you learn how to improve yourself and encourage others. Working together, you and your battle buddy learn initiative, responsibility, trust, and dependability.

While at the reception battalion, BCT or OSUT, same-sex Soldiers (male-male and female-female) are placed in buddy teams. With the requirement to excel in Army training, some Soldiers need more positive reinforcement than others. For that reason, you may also be paired based

on your strengths, so you and your buddy can complement each other's weaknesses.

Battle buddy responsibilities:

- Never leave your buddy alone.
- Never let your buddy go into an office or room by themselves; even if a drill sergeant, or instructor says it's okay (If it happens, report it).
- Keep your buddy safe and free from harm.
- Always know the whereabouts of your buddy.
- Pass information to your buddy.
- Encourage and support your buddy to train harder and do better.
- Help your buddy solve problems.
- Inform Cadre of any changes in your buddy's behavior.

In the end, the most rewarding part of the buddy system is making *every* Soldier your buddy; any buddy could help you accomplish your mission or save your life.

3-4. Suicide prevention

Everyone has the power and responsibility to protect Soldiers on and off the battlefield. This includes recognizing uncharacteristic and suicidal behaviors.

Effective suicide prevention requires everyone in the unit to be aware of the risk factors for suicide and know how to respond. Commanders, noncommissioned officers (NCOs), supervisors and battle buddies must lead the way.

If a Soldier displays warning signs (listed below), the time to act is NOW. Talk to the Soldier before it is too late.

What to look for: Warning signs

Distress can lead to the development of unhealthy behaviors. People closest to the Soldier (fellow Soldiers, family, and friends) are in the best position to recognize changes due to distress and to provide support.

Look For:

- Comments that suggest thoughts or plans of suicide.
- Rehearsal of suicidal acts.
- Giving away possessions.
- Obsession with death and dying.
- Uncharacteristic behaviors.
- Significant change in performance.
- Appearing overwhelmed by recent stressor(s).
- Depressed mood; hopelessness.
- Withdrawal from social activities.
- Sleep difficulties.
- Transitional periods.
- Medical, behavioral, or disciplinary problems.
- The severing or breakup of a close personal relationship.

3-5. Warrior Ethos

The Warrior Ethos—within the Soldier's Creed—describes a Soldier's selfless commitment to the nation, the mission, and fellow Soldiers.

All Soldiers are warriors—prepared, trained and fully equipped for war. Soldiers defeat the enemy in close combat, resolve conflict, and then restore the peace. They are also part of a team, bound to each other by integrity and trust.

As Soldiers, you are always under some level of physical and mental stress regardless of your rank or specialty.

Living by the Soldier's Creed and Warrior Ethos provides the inner strength and motivation you need to continue performing your duty and executing your mission.

3-6. The BCT/OSUT/AIT “Golden Rules” ★

#1 **DO NOT** bully, haze, assault or harass a fellow Soldier.

✓ DO help and assist your teammate.

#2 **DO NOT** use vulgar language, rude gestures, or discriminate against others.

✓ DO treat everyone with dignity and respect.

#3 **DO NOT** kiss, attempt to kiss, or touch a fellow Soldier.

✓ DO respect your teammate's personal space.

#4 **DO NOT** steal or take something that does not belong to you.

✓ DO build trust with teammates through your ethical and

disciplined actions.

#5 **DO NOT** go anywhere without your battle buddy.

✓ DO report violations of policies and regulations to your platoon and company leadership.

Chapter 4 – BCT/OSUT/AIT

4-1. What to expect

All phases of training develop character, competence, and commitment while instilling discipline. Training reinforces the Army Values, improves physical conditioning, and teaches basic combat and occupational skills. All of these contribute to the development of your individual skills and knowledge, resulting in a Soldier capable of serving as a member of a team in your first unit of assignment.

BCT/OSUT/AIT are training courses that transform civilians into Soldiers. Over the course of several weeks, you develop character, competence, and commitment and earn the right to be called a Soldier.

- BCT – 10 weeks
- 11B/C (Infantryman) OSUT – 22 weeks
- 12B (Combat Engineer) OSUT – 14 weeks
- 19D (Cavalry Scout) OSUT – 22 weeks
- 19K (Armor Crewman) OSUT – 22 weeks
- 31B (Military Police Officer) OSUT – 19 weeks, 1 day. AIT – Varies by Military Occupational Specialty

4-2. The training company – Your unit

Upon arrival to your training company, the drill sergeants and cadre will in-process you and assign you to a platoon, normally a group of 60 Trainees and three drill sergeants comprise a platoon size element.

Your drill sergeants are a mix of highly qualified male and female NCOs with 5-15 years of experience in the Army.

The company commander (captain) oversees the company. The commander establishes policy and has legal discipline authority over you and all assigned company personnel.

The platoon leader is responsible for accomplishing the platoon's training mission.

The first sergeant (1SG), who is the master trainer, assists the commander and supervises the drill sergeants and other Soldiers and Civilians assigned to the company.

There are typically 12 drill sergeants assigned to the company. They are responsible for the training and testing you receive. You will also see a supply sergeant (possibly a civilian) who is responsible for the linen, pillows, cleaning supplies and the work orders needed to maintain the company.

The training NCO or training officer/executive officer is responsible for updating and maintaining training records and the coordination of each day's training events.

4-3. Separate and secure environment

The Army provides a safe living and learning environments for all Soldiers. When you arrive at your company you will

notice security measures established to protect you and your battle buddies.

Alarms are placed on exterior doors and the doors that separate male and female Soldiers living quarters. This is to ensure no unauthorized entry during lights out or sleeping hours. Do not prop doors open or allow unauthorized persons to enter your barracks bay or sleeping area.

Cameras are installed in common areas (hallways, stairwells, lobbies, etc.) to assist cadre with identifying any misconduct during all hours of the day and night.

The Army installed resource / hotline telephones in the barracks to assist Soldiers in reporting incidents, seeking help from an outside agency, or to check the weather/training. These hotlines are in common areas and have multiple pre-programed lines for Soldiers to report incidents or reach important resources.

Upon arrival to your Basic Combat Training (BCT) location you will receive a briefing on Sexual Harassment/Assault Response and Prevention (SHARP) and be introduced to the individuals who are assigned as the Sexual Assault Response Coordinator (SARC) and the unit Sexual Assault Prevention and Response (SAPR) Victim Advocate (VA).

These NCOs and/or civilians will provide you their contact information if violations are observed during your training.

Their names and contact information are posted throughout the barracks and company areas.

Write their names and contact information in the area provided in the front of this TRADOC Pamphlet 600-4 (The Soldier's Blue Book).

4-4. Drill sergeants

A drill sergeant is a symbol of excellence in initial entry training (IET), an expert in all warrior tasks and battle drills, lives by and upholds the Army Values and Army Ethic, exemplifies the Warrior Ethos, and most importantly is the epitome of a trusted Army Professional.

A drill sergeant wears the distinctive “campaign hat” or “bush hat” and is responsible for coaching, counseling, mentoring, and transforming Trainees like you from a civilian volunteer to a combat-ready Soldier.

When addressing a drill sergeant your response will be, “Yes, Drill Sergeant” or “No, Drill Sergeant”. This is a form of respect to the drill sergeant and their position.



The badge has a specific meaning. It consists of 13 stars representing the original colonies. The torch, burning brightly in the center, symbolizes liberty. The snake is derived from the original "Don't Tread on Me" serpent, a symbol of American independence during the Revolutionary War. Together with the torch and breastplate, it indicates readiness to defend. The breastplate is a symbol of strength. The green background is a vestment worn under the breastplate and called a jupon, which represents the new Army. The snake grasps, with its tail and teeth, a scroll inscribed with the U.S. Army's motto "This We'll Defend."



The heritage of the drill sergeant and NCO reaches back to the Revolutionary War and carries through to today's Army. Drill sergeants provide inspiration, discipline, and technical competence within unit formations.



DRILL SERGEANT CREED

I am a Drill Sergeant.

I will assist each individual in their efforts to become a highly motivated, well disciplined, physically and mentally fit Soldier, capable of defeating any enemy on today's modern battlefield.

I will instill pride in all I train. Pride in self, in the Army, and in country.

I will insist that each Soldier meets and maintains the Army's standards of military bearing and courtesy, consistent with the highest traditions of the U.S. Army.

I will lead by example, never requiring a Soldier to attempt any task I would not do myself.

But first, last, and always, I am an American Soldier, sworn to defend the Constitution of the United States against all enemies, both foreign and domestic.

I am a Drill Sergeant.

Figure 4-1. Drill Sergeant Creed

4-5. The Soldierization process

Initial Entry Trainees/Soldiers complete a six-phase training program that prepares you for the transition from civilian volunteer to Professional Soldier. The advancement through each phase is a major “steppingstone” in your life because each stage repeatedly tests and pushes you to be your best.

In a highly supervised environment, you will experience training that challenges you physically and mentally.

Successful trainees model the actions, conduct, and adherence to the Army Values and Army Ethic exhibited by your drill sergeants.

Each of the six phases is essential. They are identified by colors; each phase signifies a specific turning point in becoming a Soldier.

The Yellow, Red, White, and Blue phases are part of BCT and the first 9 weeks of OSUT. The Black and Gold phases are part of AIT and the latter weeks of OSUT.

4-6. Daily schedule

Typical schedule during BCT

0500 – First Call/sick call

0530 – Physical readiness training

0630 – Breakfast

0830 – Training

1200 – Lunch

1300 – Training

1700 – Dinner

1800 – Drill sergeant time

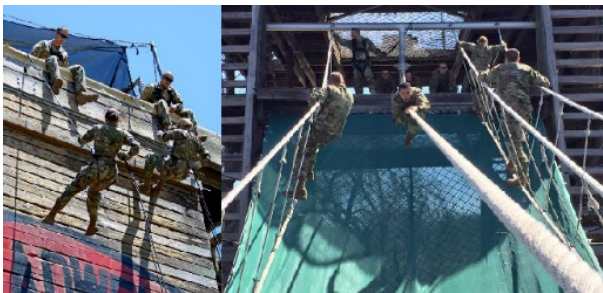
2030 – Personal time

2130 – Lights-out

4-7. Basic Combat Training (BCT)

Yellow Phase. The first phase, or yellow phase, is focused on developing “Character and enhanced performance” through introduction to military customs and courtesies, discipline, standards, Army ethics, values, mutual trust, and teamwork. This phase is conducted in integrated male and female platoon-sized elements within a controlled environment. Providing classroom instruction early in training ensures focus on standards and discipline, to include introduction to physical fitness.

Red Phase. You are integrated into the company environment and continue training as a company element until completion of BCT. You also continue participation in physical readiness training, road marches, confidence building exercises, and learn how to march in a military formation. You are required to complete the Hammer field training exercise (FTX), pass the initial evaluations, and demonstrate a level of functional fitness which allows you to meet follow-on physical fitness standards.



White Phase. Focus is on individual task proficiency. You learn rifle marksmanship and qualify on your assigned weapon. You continue your physical readiness training, negotiate an obstacle course, and train in the field on the basic Soldier skills known as “warrior tasks and battle drills” or “WTBDs”. These skills help develop your confidence to become a trusted member of the Army team. You must complete the Anvil FTX, pass all evaluations, and demonstrate a level of functional fitness and mental capacity to meet the demands of being a Soldier. At the end of white phase, you will earn your rifle qualification badge.

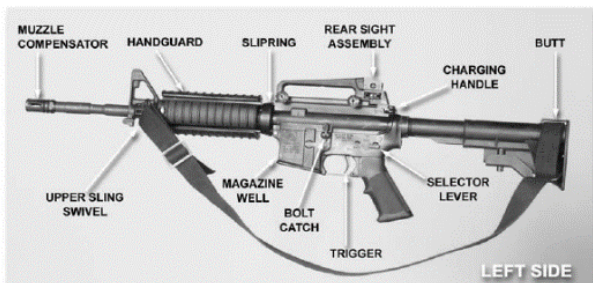


Figure 4-2. M4 carbine rifle left side

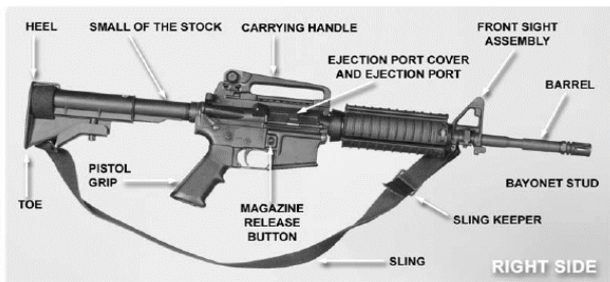


Figure 4-3. M4 carbine rifle right side

Blue Phase. This phase builds upon what you learned over the past three phases and reinforces the basic combat skills with a focus on teamwork and discipline. You will throw live hand grenades, train in chemical environments, conduct land navigation, and operate over multiple days in a field environment. After passing all your required tests and challenges during Forge, the final field training exercise, you earn the right to be called a Soldier, qualify to wear the Army patch, and wear the Army black beret as a rite of passage.



4-8. Warrior tasks and battle drills

The Army identified various basic warrior tasks and battle drills (WTBD) that all Soldiers are required to train and perform to succeed on the battlefield. These WTBDs are taught in BCT and cover critical skills associated with the ability to shoot, move, communicate, and survive in a combat environment.

While in the reception battalion, you received a copy of the Soldier Training Publication 21-1-Soldier's Manual of Common Tasks (STP 21-1-SMCT), Warrior Skills Level 1. The manual covers all the WTBDs you are required to know.

Shoot: You become proficient with your weapon and learn how to maintain, employ, and engage targets as well as how to properly handle and employ hand grenades.

- Maintain, employ, and engage targets with individually assigned weapon system.
- Employ hand grenades.

Move: You learn how to move tactically on the ground by practicing individual movement techniques. You learn how to navigate from one point to another and how to move as a member of a team.

- Perform individual movement techniques.
- Navigate from one point to another.
- Move as a member of a Team.

Communicate: Communication training focuses on using modern technology to convey information effectively. You learn how to operate selected tactical Army communication equipment and to follow proper procedures to enable effective communication.

- Perform voice communications.
- Use visual signaling techniques.

Survive: Experience in handling the pressures of modern warfare is critical for Soldier survival. Practice in survival tasks helps you to properly react to hostile fire, enemy threats, and to maintain situational awareness.

- React to chemical, biological, radiological, and nuclear attack/hazard.

- Perform tactical combat casualty care lifesaving measures.
- Perform counter-improvised explosive device training.
- Maintain situational awareness.
- Assess and respond to threats (escalation of force)
- Construct an individual fighting position.

Battle drill: A battle drill is a collective action performed by a platoon, squad, or team that requires no planning, but is conducted as routine action when events dictate a response.

- React to contact.
- Establish security at the halt.
- Perform tactical combat casualty care.
- React to ambush (near/far).



4-9. BCT graduation requirements

You must successfully accomplish the following requirements to graduate from BCT:

- ✓ Complete the Army Combat Fitness Test (ACFT) by scoring at least 60 points in each event. Goal is 65 points or higher in each event.
- ✓ Safely handle, provide proper maintenance, zero, and qualify with your individual weapon using backup iron sights.
- ✓ Demonstrate proficiency in the wear of the chemical protective mask and complete the protective mask confidence exercise.
- ✓ Pass all internal and external evaluations.
- ✓ Negotiate Confidence, obstacle Courses, and the confidence Tower (must complete 70% of the available obstacles).
- ✓ Complete the Land Navigation Exercise.
- ✓ Complete Tactical Combat Casualty Care (TCCC) training.
- ✓ Conduct the hand grenade qualification course and employ live grenades.
- ✓ Complete the 10-mile tactical foot march.
- ✓ Complete Buddy Team Live-fire Exercise.
- ✓ Complete the Buddy Team Fire and Movement “Force on Force” Exercise.
- ✓ Complete the Hammer and Anvil tactical field training.
- ✓ Complete the Forge field training exercise (FTX).

4-10. Military time

A Soldier is a 24-hour calling to honorable service and is only fitting that military time is expressed using 24 hours.

Table 4-1. Military time ★

Civilian Time	Military Time	Civilian Time	Military Time
12:00 Midnight	0000	12:00 Noon	1200
12:01 AM	0001	1:00 PM	1300
1:00 AM	0100	2:00 PM	1400
2:00 AM	0200	3:00 PM	1500
3:00 AM	0300	4:00 PM	1600
4:00 AM	0400	5:00 PM	1700
5:00 AM	0500	6:00 PM	1800
6:00 AM	0600	7:00 PM	1900
7:00 AM	0700	8:00 PM	2000
8:00 AM	0800	9:00 PM	2100
9:00 AM	0900	10:00 PM	2200
10:00 AM	1000	11:00 PM	2300
11:00 AM	1100	11:59 PM	2359

As a global military force, the U.S. Army constantly coordinates with bases and personnel located in other time zones. To avoid confusion due to time differences, the military uses the Coordinated Universal Time (UTC) zones, where a phonetic alphabet is assigned to different regions across the world according to the number of hours they are East or West of the Prime Meridian. The military often refers to ZULU (Z) time zone, or UTC+00:00, which is also the

time zone name for Greenwich, England. For example, 7:00 a.m. in UTC is written as 0700Z and spoken as “zero seven hundred Zulu”.

4-11. AIT/OSUT

Transition from BCT to AIT: Soldiers report to AIT on their scheduled report date. Soldiers who are authorized to travel to the AIT location with family members must arrive at the AIT location no later than 1800 on the Sunday prior to the scheduled AIT report date. Do not expect passes or privileges above what was allowed in BCT. Ensure you maintain accountability all of equipment, paperwork, and any publications issued during BCT. The buddy system remains in place throughout your training.

In AIT and the final phases of OSUT, you are trained in your selected military occupational specialty (MOS) (job training) and continue the physical conditioning required to excel in your future unit.

During Black and Gold phases of AIT/OSUT, you will receive classroom instruction, hands-on training, and field training to enable you to become a valued team member as you transfer to your first unit of assignment.

Black Phase. The Black Phase is the first phase of comprehensive MOS training that occurs during weeks 10-13 of OSUT and the initial start of AIT.

This phase develops the skills in your Army specialty through hands-on training, classroom instruction, and opportunities to apply those skills during various training exercises.

During Personal Financial Management Training, you will receive 8 hours of specialized training in how to handle your finances. Upon completion of the finance training, you will be issued a certificate. Ensure you take this certificate to your first unit of assignment, or you will be required to retake the training.

Gold Phase. The Gold Phase is the final and most progressive stage that covers weeks 14-20+ of OSUT/AIT and the longer periods associated with specific MOSs. Some MOSs (AIT) may last 40 weeks or longer.

The phase ends with a tactical FTX, no less than 3 day and 2 nights (72 hours minimum) where you will apply the knowledge and experience you gained from BCT and most recent MOS training in a simulated combat environment.

Graduation requirements.

You must successfully accomplish the following requirements to graduate from OSUT/AIT:

- ✓ Complete the Army Combat Fitness Test (ACFT) scoring at least 60 points in each event. Goal is 70 points or higher in each event.
- ✓ Pass MOS-specific critical tasks as identified by the proponent school.
- ✓ Complete the 8-hour personal financial training course.
- ✓ Complete the Army Traffic Safety Training Program.
- ✓ Individually pass the High Physical Demand Tests (HPDT) associated with your MOS.
- ✓ Complete an FTX of no less than 3 days and 2 nights (Minimum 72 hours)
- ✓ Reinforce WTBDs taught in BCT (weapons handling, land navigation, communication skills, first aid training, and

field craft).

During your entry into the Army, your training, and/or final phases of AIT/OSUT, if you visually appear to be marginal or exceed body fat content standards (see Army Regulation 40-501 Body Fat Standards), you will be taped to determine your body fat percentage. If your body fat exceeds the standards, you have six months (180 days) to meet weight/body fat compliance in Army Regulation 600-9.

4-12. What is the difference between drill sergeants and platoon sergeants (PSG)?

The difference between drill sergeants and platoon sergeants is the environment in which they train you. Your BCT experience will be highly supervised by drill sergeants as you are encouraged and evaluated on your ability to reach the highest Army standards. The drill sergeant enforces standards, and their focus is on “attention to detail.” Their job is to ensure you are mentally and physically fit to earn your place as a member of a team and be able to contribute as a soldier in AIT and first unit.

During AIT and the latter portion of OSUT, the drill sergeant works with instructors and cadre members on a training environment that best prepares you for your first unit of assignment (FUA). You will learn your job skills and additional Soldier skills in an atmosphere geared to prepare you to perform your occupational specialty in a unit.

In your first unit of assignment, you will report to your platoon leader (PL) and/or platoon sergeant (PSG) and squad leaders (SQD LDR) that are assigned to your company. The roles of the PL/PSG and SQD LDRs are

comparable even though they train Soldiers in different environments. Drill sergeants transform new recruits into Soldiers. PL/PSG and SQD LDRs reinforce the training you learned in BCT/AIT/OSUT and prepare you for your assignment in the company where standard operating procedures (SOP) are followed.

PLs, PSGs, SQD LDRs and MOS Instructors train Soldiers to become proficient at their MOS/Army job.



Your SQD LDR and PSG will counsel and mentor you to help further develop your skills as a soldier and a member of the team. The PSG is normally a sergeant first class (E-7) but can be a staff sergeant (E-6) and has 3-4 squad leaders that assist him/her in your development. The PSG helps with assignment instructions, any training or family issues, and provides guidance throughout your assignment.

AIT drill sergeants' help Soldiers transition from a completely supervised environment to one that involves

more individual responsibility. This gives you a better understanding of the duties, discipline, and responsibilities you must maintain as a Soldier. Your adventure has just started. Challenges await you and demand your complete attention to detail. Be proud of the accomplishments you complete and look forward to the journey ahead of you. Once a Soldier, always a Soldier.



4-13. General orders and special orders

General orders: ★

1. I will guard everything within the limits of my post and quit my post only when properly relieved.
2. I will obey my special orders and perform all my duties in a military manner.
3. I will report violations of my special orders, emergencies, and anything not covered in my instructions to the commander of relief.

Special orders: Additional requirements or instructions that augment the general orders.

4-14. Guard duty

One of the most important duties you perform in the Army is guard duty. In a combat zone or unit area, cautious guards can mean the difference between life and death. However, guards are important everywhere due to the terrorist threats that can occur.

Knowing your general orders and special orders, as mentioned earlier helps prepare you for guard duty or other security requirements.

Reacting to an inspecting officer

When you are on guard duty or any location performing security and approached by an inspecting officer, these steps are followed:

- Stop walking and assume the position of attention.
- When the inspecting officer approaches, render a proper hand salute.
- When the salute is returned, execute order arms.
- Remain at attention.
- The inspecting officer will command, "At ease."
- The inspecting officer may ask questions pertaining to your general orders, special orders, and what has transpired at your post.
- When finished with the inspection, the inspecting officer will say, "Carry on."

- Assume the position of attention and render a proper hand salute, holding it until it is returned.
- Resume your post.

Challenging unknown persons

The following steps are carried out when challenging unknown persons (night) and summoning the commander of the relief:

- Upon seeing or hearing an unknown person, come to port arms.
- Issue the command "Halt." (Person halts.)
- Call out "Who is/goes there?" Unknown person identifies him/herself.
- State "Advance to be recognized."
- Command "Halt," when the person can be seen but not closer than 2 to 3 meters away.
- Say "State your business." Unknown person states reason for presence in guarded area.
- Require the unknown person to place their identification on the ground and move back six steps.
- Check the identification while keeping the person under observation.
- If the identification and authorization do not match, move to the phone, and call the commander of the relief while keeping the person under observation.

- Release the person to the commander of the relief and explain that their identification and authorization do not match.

4-15. Phonetic alphabet ★

The phonetic alphabet is used to communicate letters under conditions where communications might be impaired. Use of the phonetic alphabet ensures accurate communication of similar sounding letters, such as B, C, D, G, P, T and V.

Phonetic Alphabet	
A – ALPHA	N – NOVEMBER
B – BRAVO	O – OSCAR
C – CHARLIE	P – PAPA
D – DELTA	Q – QUEBEC
E – ECHO	R – ROMEO
F – FOXTROT	S – SIERRA
G – GOLF	T – TANGO
H – HOTEL	U – UNIFORM
I – INDIA	V – VICTOR
J – JULIET	W – WHISKEY
K – KILO	X – X-RAY
L – LIMA	Y – YANKEE
M – MIKE	Z – ZULU

Figure 4-4. Phonetic alphabet

Chapter 5 – Personal Appearance and Uniforms

5-1. Personal appearance

The Army is a profession. A Soldier's appearance projects part of his or her professionalism. Proper wear of the Army uniform is a matter of personal pride for all Soldiers. It is indicative of esprit de corps and morale within a unit.

Soldiers have an individual responsibility to ensure their appearance reflects the highest level of professionalism. Your uniform is only part of your appearance. To look like a Soldier, you need to be physically fit, meet acceptable weight standards, have a neat hairstyle in accordance with Army regulations, and always conduct yourself in a manner reflecting your professional status treating others with dignity and respect.

Note: While attending BCT/OSUT/AIT some of the personal appearance allowances may be restricted while undergoing training. Your drill sergeants, cadre, and instructors will inform you of these restrictions.

See Army Regulation (AR) 670-1 and/or DA Pamphlet 670-1 for additional inquiries concerning Army uniforms and awards.

Note: When traveling from BCT to AIT you will wear ACUs, or appropriate civilian attire, directed by the commander. The Army Green Service Uniform (AGSU) may be directed by the Commander when traveling to AIT, Holiday Block Leave, or other authorized leave locations.

Grooming standards for male personnel. While at BCT, males will receive a standard haircut. Upon graduation from BCT, individualized haircuts may be authorized, if they conform to AR 670-1. Most Army Air Force Exchange Store (AAFES) barbers have a poster which shows authorized haircut styles.



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.

- Hair must present a tapered appearance.
- Neither the bulk nor length of hair may interfere with the wearing of military headgear.
- Sideburns must be neatly trimmed, not flared, not come to a point, and must not extend downward beyond the lowest part of the exterior ear opening.
- The face must be clean-shaven.
- If a mustache is worn after graduation from BCT/OSUT/AIT, it must be neatly trimmed.

- No part of the mustache will cover the upper lip line or extend horizontally beyond or below the corner points of the mouth where the upper and lower lips join.

Grooming standards for female personnel. While at BCT, females are not required to receive a standard haircut.

The requirements for hair regulations are to maintain uniformity within a military population for female Soldiers while in uniform, or in civilian clothes on duty, unless otherwise specified. Hairstyles may not be eccentric or faddish and will present a conservative, professional appearance. For the purpose of these regulations, female hairstyles are organized into three basic categories: short length, medium length, and long length hair. See AR 670-1 for more information.

Short length. Short hair is defined as hair length that extends no more than 1 inch (25.4 millimeter) from the scalp (excluding bangs). Hair may be no shorter than 1/4 inch (.25 millimeter) from the scalp (unless due to medical condition or injury) but may be evenly tapered to the scalp within 2 inches (50.8 mm) of the hair line edges. Bangs, if worn, may not fall below the eyebrows, may not interfere with the wear of all headgear, must lie neatly against the head, and not be visible underneath the front of the headgear. The width of the bangs may extend to the hairline at the temple.

Medium length. Medium hair is defined as hair length that does not extend beyond the lower edge of the collar (in all uniforms) and extends more than 1 inch (25.4 mm) from the scalp.

Medium hair may fall naturally in uniform and is not required to be secured. When worn loose, graduated hair styles are acceptable, but the length, as measured from the end of the total hair length to the base of the collar, may not exceed 1 inch (25.4 mm) difference in length, from the front to the back. Layered hairstyles are also authorized, so long as each hair's length, as measured from the scalp to the hair's end, is generally the same length giving a tapered appearance. The regulations for the wear of bangs detailed above, apply. No portion of the bulk of the hair, as measured from the scalp, will exceed 2 inches (50.8 mm).

Long length. Long hair is defined as hair length that extends beyond the lower edge of the collar. Long hair will be neatly and inconspicuously fastened or pinned, except that bangs may be worn. The regulations for the wear of bangs detailed above, apply. No portion of the bulk of the hair, as measured from the scalp, will exceed 2 inches (50.8 mm) (except a bun, which may extend a maximum of 3 inches (76.2 mm) from the scalp) and be no wider than the width of the head. Long length hair may be worn in a ponytail **during** physical training. A single ponytail centered on the back of the head is authorized only when within the scope of physical training, except when considered a safety hazard. The ponytail is not required to be worn above the collar.

When hair securing devices are worn, they will comply with the guidelines. Hairstyles otherwise authorized in this chapter (such as braids and twists) may also be worn in a ponytail during physical training.

Braids, cornrows, and twists. Medium and long hair may be styled with braids, cornrows, or twists (see glossary for definitions). Each braid, cornrow, or twist will be of uniform dimension, have a diameter no greater than 1/2 inch, (6.35 mm) and present a neat, professional, and well-groomed appearance. Each must have the same approximate size of spacing between the braids, cornrows, or twists. Each hairstyle may be worn against the scalp or loose (free hanging). When worn loose, such hairstyles must be worn per medium hair length guidelines or secured to the head in the same manner as described for medium or long length hair styles. Ends must be secured inconspicuously. When multiple loose braids or twists are worn, they must encompass the whole head. When braids, twists, or cornrows are not worn loosely and instead worn close to the scalp, they may stop at one consistent location of the head and must follow the natural direction of the hair when worn back, which is either in general straight lines following the shape of the head or flowing with the natural direction of the hair when worn back with one primary part in the hair. Hairstyles may not be styled with designs, sharply curved lines, or zigzag lines. Only one distinctive style (braided, rolled, or twisted) may be worn at one time. Braids, cornrows, or twists that distinctly protrude (up or out) from the head are not authorized.

Dreadlocks or locks. Female Soldiers may wear dreadlocks or locks in accordance with the guidance for braids, cornrows, and twists.

Jewelry

A wristwatch, identification bracelet, and up to two rings (a wedding set is one other ring) may be worn with your uniform if they are conservative and tasteful. Soldiers may also wear one activity tracker, pedometer, or heart rate monitor. You may wear a religious medal on a chain around your neck provided neither medal nor chain can be seen.

Earrings may be screw-on, clip-on, or post-type earrings, in gold, silver, white pearl, or diamond. The earrings will not exceed 6 mm or 1/4 inch (6.35 mm) in diameter, and they must be unadorned and spherical. When worn, the earrings will fit snugly against the ear. Females may wear earrings only as a matched pair, with only one earring per ear lobe.

Note: Soldiers are not authorized to wear earrings with any class C (utility) uniform (ACU, hospital duty, food service, physical fitness, field, or organizational).

Body piercing

No displaying objects, articles, jewelry, or ornamentation attached or affixed to or through the skin may be worn while in uniform. Such adornments are not allowed while wearing civilian clothes (on or off duty) when on any military installation, or other places under military control. When not in uniform and off duty, earring wear is not restricted if the earrings do not create or support ear gauging (enlarged holes in the lobe of the ear, greater than 1.6mm). Follow Army Regulation 670-1 guidance.

Cosmetics

Standards regarding cosmetics are necessary to maintain uniformity and to avoid an extreme or unprofessional appearance. Males are prohibited from wearing cosmetics, except when medically prescribed. Females are authorized to wear cosmetics with all uniforms, provided they are applied modestly and conservatively, and that they complement both the Soldier's complexion and the uniform. Leaders at all levels must exercise professional judgment when interpreting and enforcing this policy. Eccentric, exaggerated, or faddish cosmetic styles and colors, to include makeup designed to cover tattoos, are inappropriate with the uniform and are prohibited.

Permanent makeup, such as eyebrow or eyeliner, is authorized if the makeup conforms to the standards outlined above. Eyelash extensions are not authorized unless medically prescribed.

Females will not wear shades of lipstick that distinctly contrast with the natural color of their lips, that detract from the uniform, or that are faddish, eccentric, or exaggerated.

Females will comply with the cosmetics policy while in any military uniform or while in civilian clothes on duty.

Fingernails

All personnel will keep fingernails clean and neatly trimmed.

Males will keep nails trimmed so as not to extend beyond the fingertip.

Females will not exceed a nail length of 1/4 inch (6.35 mm) as measured from the tip of the finger. Females will also trim

nails shorter if the commander determines that the longer length detracts from the military image, presents a safety concern, or interferes with the performance of duties.

Females may wear clear acrylic nails, provided they have a natural appearance and conform to Army standards.

Tattoos

Note: Violation of AR 670-1 tattoo policy by Soldiers may result in adverse administrative action and/or charges under the provisions of the Uniform Code of Military Justice (UCMJ).

Tattoos and brands are permanent markings that are difficult to reverse (in terms of financial cost, discomfort, and effectiveness of removal techniques). Before obtaining either a tattoo or a brand, Soldiers should consider talking to unit leaders to ensure that they understand the Army tattoo and brand policy. The words tattoo and brand are interchangeable regarding this policy.

The following types of tattoos or brands are prejudicial to good order and discipline and are, therefore, prohibited anywhere on a Soldier's body:

- **Extremist.** Extremist tattoos or brands are those affiliated with, depicting, or symbolizing extremist philosophies, organizations, or activities. Extremist philosophies, organizations, and activities are those which advocate racial, sex, or ethnic hatred or intolerance; advocate, create, or engage in illegal discrimination based on race, color, sex, ethnicity, religion, or national origin; or advocate violence or other unlawful means of depriving individual rights

under the U.S. Constitution, and Federal or State law (see Army Regulation 600-20).

- **Indecent.** Indecent tattoos or brands are those that are grossly offensive to modesty, decency, propriety, or professionalism.
- **Sexist.** Sexist tattoos or brands are those that advocate a philosophy that degrades or demeans a person based on sex.
- **Racist.** Racist tattoos or brands are those that advocate a philosophy that degrades or demeans a person based on race, ethnicity, or national origin.

Tattoos or brands, regardless of subject matter, are prohibited on certain areas of the body as follows:

Soldiers are prohibited from having tattoos or brands on the head, face (except for permanent makeup as provided in AR 670-1), or on/inside the eyelids, mouth, and ears.

Soldiers may have one visible tattoo on each hand (including the palm), not to exceed one inch in measurement in all directions; an unlimited number of tattoos between the fingers if they are not visible when the fingers are closed; and one ring tattoo on each hand.

Soldiers may have one tattoo on the back of the neck, not to exceed two inches (50.8 mm) in measurement in all directions.

Soldiers may have one tattoo behind each ear, not to exceed one inch in measurement in all directions, not to extend forward of the ear lobe.

Commanders will perform an annual check for new tattoos or brands in prohibited locations (see AR 670 – 1 for prohibited locations). If any new tattoos are found not in compliance with current standards, the Soldier must be processed in accordance with AR 670 – 1.

Accessing applicants must adhere to this same policy.

- Soldiers and applicants may not cover tattoos or brands with bandages or make up to comply with the tattoo policy.
- Soldiers are prohibited from any unauthorized form of body mutilation, which is the willful mutilation of the body or any body parts in any manner. This prohibition does not include authorized medical alterations performed at a medical treatment facility or cosmetic, reconstructive, or plastic surgery procedures the commander normally approves. Examples of unauthorized body mutilation include, but are not limited to, tongue bifurcation (splitting of the tongue), ear gauging (enlarged holes in the lobe of the ear that are greater than 1.6 mm), unnatural shaping of teeth, ear pointing (or “elfing”), scarification (cutting to create intentional scarring), or body modifications for the purpose of suspension (hanging by body hooks).

5-2. Army Combat Uniform in the Operational Camouflage Pattern (ACU OCP)

Boots

New boots should fit properly when you receive them.

- They should have a chance to air out between uses. Wear one pair one day and alternate to another pair the next. Continue to rotate daily.
- Scrape dirt or mud from boots and wash with just a little water and soap.
- Wipe insides dry with a clean cloth and remove all soapsuds from the outside.
- Stuff paper in the toes and let boots dry in a warm, dry place.
- Do not put boots in the hot sun or next to a strong source of heat.
- Let boots dry.
- Heels of boots should be replaced after wear of 7/16 of an inch (11.125 mm) or more.
- Conduct a 1-mile road march to assess feet swelling for confirmation of boot size and fit.

Insignia placement

Each Soldier is responsible for properly placing the correct insignia on the uniform, as follows:

Shoulder sleeve insignia (SSI)

The subdued SSI is worn on the Velcro pad of all field and utility uniforms, centered on the left sleeve.

Soldiers in both BCT and AIT who are in one of the following categories may wear organizational shoulder sleeve insignia.

- Army National Guard (ARNG) and U.S. Army Reserve (USAR) trainees are authorized to wear the insignia of their parent ARNG or USAR organization from the start of training.
- Unit-of-choice trainees are authorized to wear, from the start of training, the insignia of the specific unit for which they enlisted.

"U.S. ARMY" insignia

- Worn immediately above and parallel to the top edge of the left breast pocket.
- This insignia consists of black, 3/4-inch (19.05 mm) high block letters on a 1-inch wide by 4-1/2-inch (114.3 mm) long strip (or length extending to the edges of the pocket flap).

Rank insignia

Rank insignia is attached to the Velcro area provided in the center of the ACU OCP jacket flap. (See Figure 5-1 on page 73).

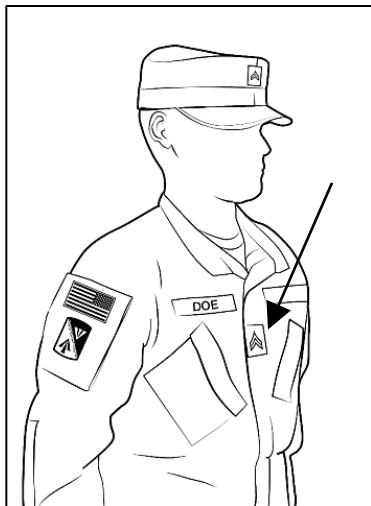


Figure 5-1. Rank insignia placement

Name tape

- Worn immediately above and parallel to the top edge of the right chest pocket of all field and work uniform coats and shirts.
- It consists of black letters on a 1-inch wide by 4-1/2-inch (114.3 mm) long (or to the edges of the pocket flap) strip of cloth.
- Names of 10 letters or less will be printed in 3/4-inch (19.5 mm) high Franklin Gothic Condensed.
- Names of 11 letters or more will be printed in 1/2-inch (12.7) high Franklin Gothic Extra Condensed.

- The name and U.S. Army tapes will be the same length.

Soldiers wear subdued (cloth) last name and U.S. Army identification insignia attached to Velcro. Soldiers may sew on the U.S. Army and rank insignia's, name tape, and all authorized badges, as an option.

Belts and Buckles

The rigger tan 499 belt will be worn with the ACU OCP.

The rigger belt is worn with the attached black, open face buckle. It is worn so that the tipped end passes through the buckle to the wearer's left; the end will not extend more than 2 inches (50.8 mm) beyond the edge of the buckle. The belt's end may be neatly trimmed to ensure a proper fit.

Patrol Cap

The patrol cap is the standard headgear worn with the combat uniform in the garrison environment. The patrol cap has a visor, circular top crown, side crown with an outside crown band, and a hook-and-loop pad on the back of the patrol cap.



Figure 5-2. Patrol cap

Soldiers will wear the patrol cap straight on the head so that the cap band creates a straight line around the head, parallel to the ground. The patrol cap will fit snugly and comfortably around the largest part of the head without bulging or distortion from the intended shape of the headgear and without excessive gaps. No rolling of, blocking, or alterations to the cap are authorized. Rank insignia is worn at the center front of the cap between the top seam and the bottom seam.

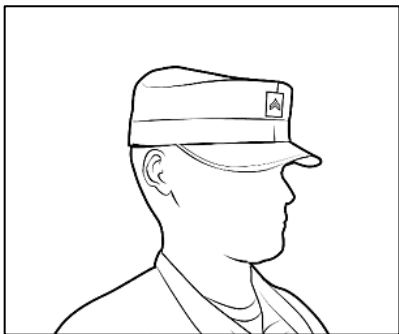


Figure 5-3. Wear of patrol cap

hand heritage green necktie is optional when worn as the Class B uniform.



Figure 5-5. Enlisted Army Green Service Uniform (AGSU)
(Male)



Figure 5-6. Enlisted Army Green Service Uniform (AGSU)
(Female)

Insignias and Badges

U.S. and branch insignia

During IET, Soldiers will wear the "U.S." insignia disk on both collars of the AGSU coat. After completing AIT or OSUT, Soldiers will replace the "U.S." insignia on their left collar with the military occupational specialty branch insignia.

The bottom of the insignia disks will be approximately 1-inch above the notch where the collar meets the lapel, centered between the seam and the outside edge of the collar.

The centerline of the "U.S." and branch insignia will be parallel to the inside edge of the lapel. See figure 5-7.

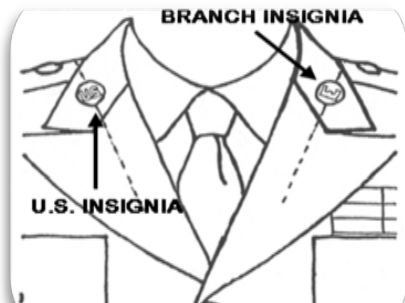


Figure 5-7. U.S and branch insignia, AGSU coat

Shoulder sleeve insignia

The non-subdued SSI will be worn centered on the left sleeve, 1/2 inch below the top of the shoulder seam of the AGSU coat.

Rank insignia

A non-subdued cloth rank insignia with heritage green 564 background is sewn on both sleeves of the AGSU coat and short- and long-sleeved shirts. Males wear the large insignia and females wear the small insignia, centered between the shoulder seam and the elbow. If unable to be centered, it will be placed 1/2 inch below the SSI.

Service Stripes

Service stripes are worn on the AGSU coat, centered from seam to seam on the outside bottom half of both sleeves. The first stripe is sewn on at an angle of 30 degrees with the lower end inserted in the front inside seam. The upper end of the stripe is inserted in the back seam of the sleeve.

Ribbons

Service ribbons are worn in order of precedence from the wearer's right to left, in one or more rows. No more than four ribbons are worn in any one row.

Service ribbons worn on the AGSU coat will be centered 1/8 inch (3.75 mm) above the left breast pocket, parallel to the floor. The additional row variations are determined by the size of the coat and placement of the lapel. See figure 5-8 for examples of ribbon placement.

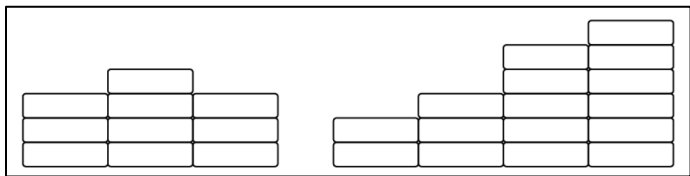


Figure 5-8. Ribbon placement on AGSU coat

Service ribbons worn on the AGSU shirt will be centered 1/4 inch above the top of left pocket for male soldiers. Female soldiers will place ribbons 2 inches below left collar tip, centered on the body, with bottom of ribbons flush with bottom of regimental distinctive insignia (RDI). No more than

two rows consisting of six ribbons total will be worn on the AGSU shirt.

Badges

Soldiers wear special badges above the left pocket, centered 1/4 inch above the ribbons, or in a similar location for uniforms without pockets. A special skill badge may also be worn to the wearer's right of the marksmanship badges.

Marksmanship badges are worn 1/8 inch below the top of the left breast pocket flap or 1/4 inch below the ribbon bar for uniforms without pockets. Soldiers may wear up to three marksmanship badges, worn in order of precedence from the wearer's right, and on the left of any special skill badge.

Have at least 1 inch (25.4 mm) of space between badges if two are worn, and evenly spaced if three are worn.

See DA Pamphlet 670-1 for additional badges and the variations of wear.

Regimental and distinctive unit insignia

Distinctive Unit Insignia (DUI)

Soldiers wear the DUI centered on the shoulder loops of the AGSU coat, with an equal distance from the outside shoulder seam to the outside edge of the button with the base of the insignia toward the outside shoulder seam.

Regimental Distinctive Insignia

RDI worn on the AGSU coat will be centered 1/8 inch (3.75 mm) above the top of the right pocket or 1/4 inch above any unit awards.

Male Soldiers wearing the AGSU shirt will place the RDI or the DUI 1/4 inch above the top of the right pocket, centered.

Female Soldiers wearing the AGSU shirt will place the RDI or DUI 2 inches below the right collar tip and 2 inches to the right of the necktie. When the necktie is not worn, the insignia is placed 3 inches from the second button. The insignia is centered on the body and flush with the bottom of ribbons.

Nameplate

The nameplate is worn centered left-to-right on the right pocket flap of the AGSU coat and shirts, parallel to the ground. The nameplate is to be centered between the top of the pocket button and the top of the pocket.

Note: Female Soldiers are to place the nameplate in a comparable position when wearing the AGSU Class B shirt. Personnel may adjust the placement of the nametag, RDI, or DUI up or down to adjust to body composition.

Belts and Buckles

Soldiers are issued the unisex belt in heritage walnut 567, cotton web with oxidized brass tip. The tipped end of the belt passes through the buckle to the wearer's left for male Soldiers and to the wearer's right for female Soldiers. The belt tip will not extend more than 1 inch beyond the first pant loop.

Beret

The beret is worn so that the headband (edge binding) is straight across the forehead, 1 inch (25.4 mm) above the eyebrows.

The flash is positioned over the left eye, and the excess material is draped over to the right ear, so it is extended to at least the top of the ear, and no lower than the middle of the ear.



Figure 5-9. Wear of beret (male and female)

Personnel will cut off the ends of the adjusting ribbon and secure the ribbon knot inside the edge binding at the back of the beret.

When worn properly, the beret is formed to the shape of the head; therefore, Soldiers may not wear hairstyles that cause distortion of the beret.

Note: IET Soldiers will not wear unit insignia on the beret until they arrive at their first unit of assignment.

Clothing Bag Initial Issue



Figure 5-10. Clothing bag initial issue AGSU

5-4. Awards and decorations

Personal decorations and awards

Personal decorations and awards are bestowed upon an individual for his or her act of heroism, specific act of gallantry, or for meritorious service during military or non-military feats.

Collective (unit) citations

A Collective citation is awarded to an operating unit for outstanding performance inside or outside of the U.S. It is worn by those individuals who were members of that unit

during the action or period specified by the award and the individuals who are assigned to the unit until they make a permanent change of station.

Medals commemorative, campaign, and service medals are issued to Soldiers who take part in particular campaigns or periods of service for which a medal is authorized.

Ribbons representing the medals issued are normally worn on the ASUs. Some units, such as the 3rd Infantry (Old Guard) wear the full-size medals on their uniforms.

Ribbons

The *Army Service Ribbon* is awarded to Soldiers who successfully complete OSUT or AIT.



See AR 600-8-22, for more about ribbons.

Marksmanship badges

Marksmanship badges are awarded to individuals who qualify with their individual weapon, because they have demonstrated special proficiency or skill. Marksmanship badges are worn to indicate the individual's proficiency with specific weapons, pistols, and/or rifles and during specified competitions, matches, or practice exercises. You will earn one of the marksmanship badges during BCT.

To earn one of the badges you must achieve the following hits during qualification:

Expert: 36-40

Sharpshooter: 30-35 hits

Marksman: 23-29 hits

The clasp identifies the type of weapon you are qualified on.

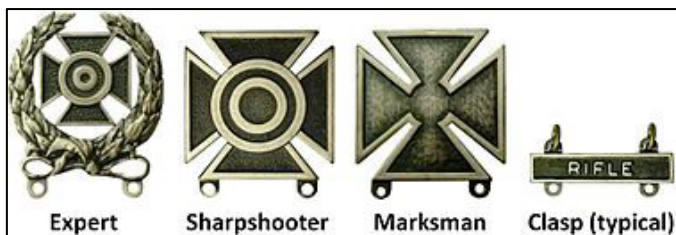


Figure 5-11. Marksmanship badges

There are other qualification badges you can compete for during your assignments in the Army.



Chapter 6 – Critical Information Required for BCT/OSUT/AIT

6-1. Rank insignia

Military customs and courtesies dictate that you render the appropriate greeting and salute to officers when you encounter them in the performance of your duties.

This chart can assist you in understanding the Army rank structure. The individual's title reflects the rank of the person. You should never address a person by their pay grade. ★

Table 6-1. Army rank structure




Title	Pay Grade	Rank	Remarks
Private (PVT)	E-1	No Chevron	
Private (PV2)	E-2		
Private First Class (PFC)	E-3		
Specialist (SPC)	E-4		

Table 6-1. Army rank structure (cont.)

NCOs are "the backbone" of the Army. They are responsible for executing a military organization's mission and serve as the principal instructors for training military personnel, so they are prepared to execute those missions.

NCOs are considered the primary link between enlisted personnel and the commissioned officers. Their advice and guidance are particularly important for junior officers, who begin their careers in a position of authority but generally lack practical experience. Sergeants first class and above are considered Senior NCOs.

Title	Pay Grade	Rank	Remarks
Corporal (CPL)	E-4		A SPC recognized with NCO authorities
Sergeant (SGT)	E-5		Team leader
Staff Sergeant (SSG)	E-6		Squad leader or section chief
Sergeant First Class (SFC)	E-7		senior NCO in a platoon

Table 6-1. Army rank structure (cont.)






Title	Pay Grade	Rank	Remarks
Master Sergeant (MSG)	E-8		NCOIC at battalion and brigade
First Sergeant (1SG)	E-8		senior NCO in a company; advisor to the commander
Sergeant Major (SGM)	E-9		Principal advisor on a battalion and higher HQs staff
Command Sergeant Major (CSM)	E-9		Senior enlisted advisor at battalion and higher HQs
Sergeant Major of the Army (SMA)	E-9		Senior NCO in the Army; advisor to the Chief of Staff of the Army

Table 6-1. Army rank structure (cont.)

Warrant Officers are highly specialized technicians and trainers in their career fields. By gaining progressive levels of expertise and leadership, these leaders provide valuable guidance to commanders and subordinate Soldiers in their units.






Title	Pay Grade	Rank	Remarks
Warrant Officer 1 (WO1)	W-1		Company and battalion staffs
Chief Warrant Officer 2 (CW2)	W-2		Company and battalion staffs
Chief Warrant Officer 3 (CW3)	W-3		Company and higher staffs
Chief Warrant Officer 4 (CW4)	W-4		Battalion and higher staffs
Chief Warrant Officer 5 (CW5)	W-5		Brigade and higher staffs

Table 6-1. Army rank structure (cont.)

Commissioned officers are responsible for planning and leading demanding missions while ensuring the welfare, morale and professional development of the Soldiers entrusted to them.

At the captain, lieutenant colonel and colonel level they may serve as commanders for companies, battalions, and brigades. In that capacity, they have disciplinary authorities over you under the Uniform Code of Military Justice.











Title	Pay Grade	Rank	Remarks
2nd Lieutenant (2LT)	O-1		Platoon Leader
1st Lieutenant (1LT)	O-2		Company Executive Officer
Captain (CPT)	O-3		Company Commander; Battalion Staff Officer
Major (MAJ)	O-4		Battalion Executive Officer; Brigade Staff Officer

Table 6-1. Army rank structure (cont.)

Lieutenant Colonel (LTC)	O-5		Battalion Commander; Division Staff Officer
Colonel (COL)	O-6		Brigade Commander; Division Staff Officer
<p><u>General Officers</u> are commissioned officers who serve as commanders at division-size units and larger, as commanders of installations, and as principal advisors to senior national and state civilian leaders and higher-ranking general officers.</p>			
Title	Pay Grade	Rank	Remarks
Brigadier General (BG)	O-7		
Major General (MG)	O-8		
Lieutenant General (LTG)	O-9		
General (GEN)	O-10		

6-2. Customs and Courtesies

Saluting

The origin of the hand salute is uncertain. Some historians believe it began in late Roman times when assassinations were common. A citizen who wanted to see a public official had to approach with his right hand raised to show that he did not hold a weapon. Knights in armor raised visors with the right hand when meeting a comrade. This practice gradually became a way of showing respect and in early American history sometimes involved removing the hat. By 1820, the motion was modified to touching the hat, and since then has become the hand salute used today.

While in the Army, you salute to show respect toward an officer, flag, or our country. The proper way to salute with or without a weapon is described in Training Circular 3-21.5. See AR 600-25, for when to salute.

Follow these rules:

When you meet someone outside, salute as soon as you recognize that they are an officer, or if you are walking toward the officer, wait until you are about six steps away.

Salute all officers (recognized by rank) in official vehicles identified by special plates or flags.

Salute only on command when in a formation.

If in a group and an officer approaches, the first Soldier to recognize the officer calls the group to attention and all personnel salute.

If you approach an officer while you are double-timing alone, assume quick time, render the hand salute and give the proper greeting. When the salute is returned, execute order arms and resume double-time.

The salute is always initiated by the subordinate and terminated only after acknowledgment by the individual saluted.

Accompany the salute with an appropriate greeting, such as, **"good morning/afternoon, sir /ma'am."**

Salutes are not required to be rendered by or to personnel who are driving or riding in privately owned vehicles.

It is not customary for enlisted personnel to exchange salutes, except in some ceremonial situations.

Never render a salute with a noticeable object in your mouth or right hand.

If you are on detail and an officer approaches, salute if you are in charge of the detail. Otherwise, continue to work.

When spoken to, come to the position of attention while addressing an officer.

Hand salute

The Hand Salute is a one-count movement. The command is "Present, ARMS". The Hand Salute may be executed while marching. When marching, only the Soldier in charge of the formation salutes.



Figure 6-1. Hand salute

When wearing headgear with a visor (with or without glasses), on the command of execution ARMS, raise the right hand sharply, fingers and thumb extended and joined, palm facing down, and place the tip of the right forefinger on the rim of the visor slightly to the right of the right eye. The outer edge of the hand is barely canted downward so that neither the back of the hand nor the palm is clearly visible from the front. The hand and wrist are straight, the elbow inclined slightly forward, and the upper arm horizontal.

When wearing headgear without a visor (or uncovered) and not wearing glasses, execute the Hand Salute in the same manner as previously described, except touch the tip of the right forefinger to the forehead near and slightly to the right of the right eyebrow.

When wearing headgear without a visor (or uncovered) and wearing glasses, execute the Hand Salute in the same manner as previously described, except touch the tip of the right forefinger to that point on the glasses where the temple piece of the frame meets the right edge of the right brow.

Order Arms

Order Arms from the Hand Salute is a one-count movement. The command is “Order, ARMS”. On the command of execution ARMS, return the hand sharply to the side, resuming the Position of Attention.

When reporting or rendering courtesy to an individual, turn the head and eyes toward the person addressed and simultaneously salute. In this situation, the actions are executed without command. The Salute is initiated by the subordinate at the appropriate time (six paces) and terminated upon acknowledgment.

Rendering customs and courtesies to NCOs and Warrant Officers

When addressing an NCO you need to be at the position of Parade Rest. The NCO may direct you to at ease, stand at ease, or rest.

When walking with someone of higher rank, walk on the left side of the individual.

Always greet individuals with the greeting of the day. Be respectful at all times.

Warrant Officers are treated in the same respect as Officers.

Rendering Honor to the Flag

The flag of the U.S. is the symbol of our Nation. The union, white stars on a field of blue, is the honor point of the flag. The union of the flag and the flag itself, when in company with other flags, is always given the honor position; such as, the marching right, the flag's own right, or an observer's left when facing the flag.

The flag of the U.S. is displayed outdoors at all Army installations.

The flag is displayed daily from reveille to retreat. If illuminated, it may be displayed at night during special events or on special occasions deemed appropriate by the commander.

When the flag is raised in the morning or lowered in the evening, stand at attention on the first note of Reveille or "To the Colors." "Colors" refers to the flag of the U.S. and can include the unit flag. Give the required salute. You normally face the flag when saluting unless duty requires you to face in some other direction. At the conclusion of the ceremony, resume your regular duties.

The flag, when flown at half-staff, is hoisted to the peak/top of the flagpole and then lowered to the half-staff position. At the end of the day, the flag is hoisted to the peak before lowered. "Half-staff" means lowering the flag to one-half the distance between the top and bottom of the staff.

Whenever Reveille or To the Colors are played, and you are not in formation and not in a vehicle, come to attention at the first note, face the flag, and give the required salute. If no flag is near, face the music and salute. If you are in formation, salute only on the order "Present arms." If you are in civilian clothing, stand at attention and place your right hand over your heart.

Courtesies

The following rules will help you conduct yourself appropriately in the presence of officers and those senior in rank:

When talking to an Officer or Warrant Officer, stand at attention unless given the order "At ease". When you are dismissed, or when the officer departs, come to attention and salute.

When an officer enters a room, the first Soldier to recognize the officer calls personnel in the room to attention but does not salute. When indoors a Soldier only renders a salute when reporting to the officer or part of a ceremony requiring saluting.

When accompanying a senior, walk on his left.

When an officer enters a dining facility, unless he directs otherwise or a more senior officer is already present, the diners will be given the order "At ease" by the first person who sees the officer. You will remain seated at ease and continue eating unless the officer directs otherwise. If you are directly addressed, you should rise to attention when seated in a chair. If you are seated on a bench, stop eating and sit at attention until the conversation ends.

Note: The officer or NCO may give the directive "Carry on." This means the Soldier or Soldiers should continue with whatever they were doing previously. This same directive is used in many other situations outside of formation, such as in the barracks and break areas.

When outdoors and approached by an NCO, you should stand (when seated) and greet the NCO by saying, "good morning, sergeant," "good afternoon, sergeant," or "good evening, sergeant (last name, if known)."

While going through BCT, you will address all drill sergeants as "Drill Sergeant".

When you report to an officer and you are outdoors, approach the officer, stop about two steps from him/her, and assume the position of attention. Give the proper salute and say, for example, "Sir/Ma'am, Private Smith reports." If you are indoors, use the same procedures as above, except remove your headgear before reporting.

6-3. Bugle Calls

Bugle calls are the musical signals that announce scheduled and certain non-scheduled events on an Army installation. Scheduled calls are prescribed by the installation commander. According to Army customs, bugle calls traditionally signal troops for everything from mealtimes and recall formations, to rendering honors to the nation. Bugle calls normally sound in accordance with the major calls of the day-Reveille, Retreat, and Taps.

Reveille

The call signals the troops to awaken for morning roll call. Most often heard at physical training, it is used to accompany the raising of the National Colors. If outdoors at the first sound of Reveille, you should come to the position of attention and salute, facing the flag or the sound of the music. If not in uniform, come to attention and place your right hand over your heart.

Retreat

The call signals the end of the duty day and lowering of the National Colors. If alone, you should come to attention in the direction of the music or flag. Then, salute when you hear the first note of music after the cannon sounds. If not in

uniform, come to attention and place your right hand over your heart.

Taps

The call signals that unauthorized lights are to be extinguished. It is the last call of the day. If indoors there is no need to stand at attention and salute. The call is also sounded at the completion of a military funeral ceremony. You should come to attention and salute until the music completes. If not in uniform, come to attention and place your right hand over your heart.

6-4. Drill and Ceremonies

Many drill procedures used by the U.S. Army today were developed during the Revolutionary War. The purpose of the drill then was to instill discipline in American Soldiers. As these Soldiers mastered the art of the drill, they began to work as a team and develop a sense of pride in themselves and in their unit.

In today's Army, the same objectives—teamwork, confidence, pride, alertness, attention to detail, esprit de corps, and discipline are accomplished by drill.

A drill consists of a series of movements by which a unit or individuals are moved in an orderly, uniform manner from one formation or place to another. Units vary in size, but in BCT, you will ordinarily be part of a squad, platoon, company, or battalion.

Strengthen Soldier proficiency with Army customs and courtesies and continue to enculturate pride in discipline within the force.

You will need to know the following drill terms:

Element is an individual, squad, section, platoon, company, or larger unit formed as part of the next higher unit.

Formation is an arrangement of the unit's elements in a prescribed manner such as a line formation in which the elements are side-by-side, or a column formation in which the elements are one behind the other. In a platoon column, the members of each squad are one behind the other with the squads abreast.



Front is a space from one side to the other side of a formation and includes the right and left elements.

Depth is a space from the front to the rear of a formation, including the front and rear elements.

Distance is the space between elements that are one behind the other. The distance between individuals is an (914.4 mm) arm's length, plus 6 inches (152.4 mm), or

approximately 36 inches (914.4 mm) measured from the chest of one Soldier to the back of the Soldier immediately to his front.

Interval is the space between side-by-side elements.

Rank is a line that is only one element in depth.

File is a column that has a front of one element.

Guide is the person responsible for maintaining the prescribed direction and rate of march.

Post is the correct place for an officer or NCO to stand in a prescribed formation.

Head is a column's leading element. Base is the element.

Cadence is a uniform rhythm or number of steps or counts per minute.

Quick Time is a cadence of 120 counts (steps per minute) around which a movement is planned or regulated.

Double Time is a cadence of 180 counts (steps per minute).

Drill commands are oral orders given by your commander or leader, usually in two parts. The preparatory command states the movement to be carried out and gets you ready to execute the order. The command of execution tells when the movement is to be carried out. In the command "Forward, march," the *preparatory* command is "Forward," the command of *execution* is "March."

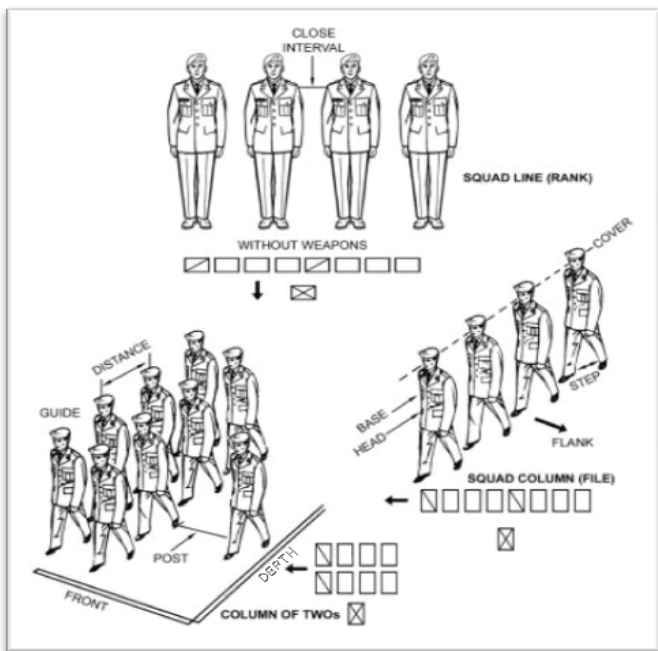


Figure 6-2. Drill and ceremony position

In some commands, the preparatory command and the command of execution are combined. For example, “fall in,” “at ease,” and “rest.” These commands are given without inflection and at a uniformly high pitch and loudness comparable to that of a normal command of execution.

If you are in a group of three or more, marching is required when moving from one location to another.

Most marching movements are a five-step process. This can be simplified into the acronym PICAA:

P-preparatory command

I-intermediate step

C-command of execution

A-action step

A-additional step.

Put simply, the Preparatory command, the command of execution and the action step—executing the movement—are all given or executed when the same foot strikes the marching surface. The Intermediate step and Additional step are executed with the other foot.

Chapter 7 – Physical Readiness

The Holistic Health and Fitness (H2F) System recognizes that Soldier readiness depends on the proper combinations of physical fitness (such as strength, speed, and endurance) and foundational health (such as the cardiovascular, respiratory, immune, and hormonal systems) that are optimized through careful attention to nutritional readiness, mental readiness, spiritual readiness, and sleep readiness. Nutrition—the food, beverages, and supplements in a Soldier's diet—provides the nutrients needed to meet the physical demands of training and combat. Soldiers must also maintain mental readiness—the exceptional mental

flexibility and endurance, outstanding self-initiative and superior judgment required in combat. Spiritual readiness supports individual and collective readiness as Soldiers negotiate challenging moral and ethical situations in training or operational environments. Finally, proper sleep sustains brain function, cognition (thought processing), the immune system, and recovery after physical activity.

7-1. Army Physical Fitness Uniform (APFU)

The components of the APFU are:

1. Jacket, running, black and gold.
2. Pants, running, black.
3. Trunks, running, black, moisture-wicking.
4. T-shirt, black, short sleeve, moisture-wicking.
5. T-shirt, black, long sleeve, moisture-wicking.
6. Cap, knit, black.

Soldiers are authorized to wear commercially purchased black spandex shorts under the APFU trunks. The length of the shorts must end above the knee or higher. The commercial shorts must be plain, with no logos, patterns, or obtrusive markings. Soldiers are not required to buy spandex shorts. This is an optional purchase.

Only pregnant Soldiers are authorized to wear the APFU shirt outside of the trunks.



Figure 7-1. Wear of Army physical fitness uniform

Commanders may authorize the wear of commercial running shoes, calf-length or ankle-length plain white/black socks with no logos, gloves, reflective belts or vests, long underwear, and other items appropriate to the weather conditions and type of activity. If Soldiers wear long underwear or other similar items, they must conceal them from view when wearing the running jacket and pants of the APFU.

7-2. Army Combat fitness test (ACFT) references

References:

- Field Manual 7-22, Holistic Health and Fitness
- Army Techniques Publication 7-22.01, Holistic Health and Fitness Testing
- Army Techniques Publication 7-22.02, Holistic Health and Fitness Drills and Exercises
- DA Form 705-TEST (Army Combat Fitness Test Scorecard)

The intent of the ACFT is to provide an assessment of your physical readiness.

Physical Fitness testing ensures that every Soldier is maintaining a high level of physical performance, regardless of MOS or duty assignment.

The ACFT provides a measure of upper and lower body muscular endurance, strength, power, balance, flexibility, and aerobic and anaerobic fitness. It is a performance test that indicates a Soldier's ability to perform Warrior Tasks and Battle Drills. ACFT standards are adjusted for age and physiological differences between male and female.

The ACFT consists of six events:

1. 3-Repetition Maximum Deadlift (MDL)
2. Standing Power Throw (SPT)
3. Hand Release Push-up (HRP)
4. Sprint-Drag-Carry (SDC)
5. Plank (PLK)
6. 2-Mile run (2MR)

The events are performed in that order and on the same day. Rest periods are built into the conduct of the test. All six events start within two hours.

Soldiers in BCT must attain 60 points in each event and an overall score of 360 points to meet ACFT minimum standards. You should push yourself to achieve your maximum performance in each event.

Soldiers in AIT and OSUT must also attain a score of at least 60 points on each event and an overall score of at least 360 points to graduate.

The maximum score a Soldier can attain on the ACFT is 600 points. Your goal in BCT should be 65 points in each event and 70 points in each event in AIT/OSUT.

7-3. Army Combat Fitness Test Standards

See ACFT standards in tables 7-1, 7-2, 7-3, 7-4, 7-5, and 7-6. Certain scores marked with an asterisk (*) are worth more points than what is listed on the chart. See the detailed scoring charts on the Army's ACFT website, <https://www.army.mil/acft/>.

Table 7-1. 3-Repetition Maximum Deadlift

MDL (lbs)	Age 17-21		Age 22-26		Age 27-31	
Points	M	F	M	F	M	F
100	340	230	340	230	340	230
80	230	150	240	150	240	150
60	140	120	140	120	140	120
50	130	110	130	110	130	110

Table 7-2. Standing Power Throw

SPT (m)	Age 17-21		Age 22-26		Age 27-31	
Points	M	F	M	F	M	F
100	12.6	8.4	13.0	8.5	13.1	8.7
80	9.3	5.8	9.7	5.9	9.8	6.1
60	6.0	3.9	6.3	4.0	6.5	4.2
50*	5.8	3.8	6.1	3.9	6.3	4.0

Table 7-3. Hand Release Push-up

HRP	Age 17-21		Age 22-26		Age 27-31	
Points	M	F	M	F	M	F
100	57	53	61	50	62	48
80*	37	37	35	24	35	21
60	10	10	10	10	10	10
50	9	9	9	9	9	9

Table 7-4. Sprint-Drag-Carry

SDC	Age 17-21		Age 22-26		Age 27-31	
Points	M	F	M	F	M	F
100	1:29	1:55	1:30	1:55	1:30	1:55
80	1:53	2:28	1:53	2:29	1:55	2:29
60	2:28	3:15	2:31	3:15	2:32	3:15
50	2:38	3:25	2:41	3:25	2:42	3:25

Table 7-5. Plank

PLK	Age 17-21		Age 22-26		Age 27-31	
Points	M	F	M	F	M	F
100	3:40	3:40	3:35	3:35	3:30	3:30
80	2:35	2:35	2:30	2:30	2:25	2:25
60	1:30	1:30	1:25	1:25	1:20	1:20
50	1:25	1:25	1:20	1:20	1:15	1:15

Table 7-6. 2-Mile Run

2MR	Age 17-21		Age 22-26		Age 27-31	
Points	M	F	M	F	M	F
100	13:22	15:29	13:27	15:00	13:31	15:00
80	16:57	19:17	17:13	19:03	17:14	19:00
60	22:00	23:22	22:00	23:15	22:00	23:19
50	22:19	23:41	22:19	23:34	22:19	23:32

Chapter 8 – Health and Safety

8-1. Performance Nutrition

The Army's Holistic Health and Fitness System (H2F) highlights *Nutritional Readiness* as a key component to Soldier performance (FM 7-22). Nutritional readiness is the ability to recognize, select, and consume the necessary foods and fluids to meet the physical and nonphysical demands of any duty or combat position, accomplish the mission, and come home healthy.

Fuel your body for optimal performance

As a Soldier athlete, you are expected to achieve and maintain a high level of fitness and readiness. Fitness is not only achieved by your training, but also how you fuel (with food) and hydrate (with fluid) your body. Fueling with performance *limiting* foods (such as “junk” foods or most vending machine items, regular sodas, energy drinks, most fast-food options, fried foods, etc.) leads to mental and physical fatigue and could contribute to injuries and illnesses.

Optimal fueling requires a little knowledge, a little discipline, and a whole lot of dedication to caring for the Army's most important weapons system—YOU!

Fueling with the right amount of carbohydrates, protein, and healthful fats promotes energy, endurance, stamina, and muscle growth. Benefits of proper fueling include:

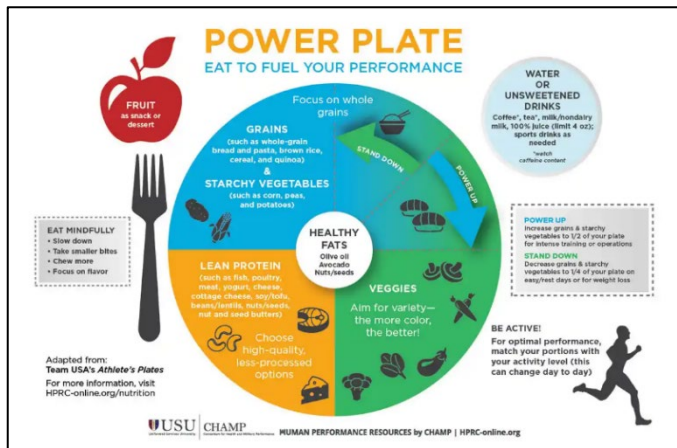
- Maintaining a lean body composition

- Decreasing post-exercise muscle soreness
- Stronger and healthier muscles

Figure 8-1. Power Plate performance nutrition guidance

General guidelines are to have:

- $\frac{1}{2}$ of your plate full of a variety of fruits and vegetables
- $\frac{1}{4}$ of your plate composed of complex carbohydrates (grains and starchy vegetables)
- $\frac{1}{4}$ of your plate in the form of lean protein



Portion sizes will vary based on your daily energy (or calorie) needs and performance goals.

To create a strong performance eating pattern, keep these concepts in mind:

Eat regular meals and snacks.

- Don't skip meals
- Plan ahead

Eat a variety of fruits and vegetables.

They are excellent sources of vitamin C, beta-carotene, potassium, magnesium, and many other vitamins, minerals, and other health-protective substances. They add to the strong carbohydrate foundation for your performance eating pattern. Fruits are rich in fiber, potassium, and many other vitamins, especially vitamin C. The nutrients found in fruits and vegetables can aid in recovery after exercise and improve healing.

- Fresh fruit and veggies of all colors
- Canned, jarred, and frozen fruits and veggies
- Dried fruit

Choose more whole grains (at least half your grains should be whole)

They are the primary fuel for your muscles and brain, protect against muscle fatigue, and can reduce problems with constipation if high in fiber.

- Whole-wheat breads, bagels, tortillas, pastas.
- Brown rice, oatmeal.

- High-fiber, low-sugar cereals, and granola/snack bars

Incorporate lean protein and dairy sources.

These foods provide the amino acids you need to build and repair muscles. The calcium and vitamin D dairy and other foods help to maintain strong teeth and bones.

- Low-fat milk/chocolate milk (or soymilk).
- Low-fat Greek yogurt.
- Beef jerky, lean meat, fish, poultry.
- Eggs.
- Beans.

Add healthful sources of fat.

- Nuts, seeds, and nut butters.
- Avocados.
- Plant-based oils (for example, olive and canola oils).

Consume alcohol in moderation.

- Men – up to two drinks per day.
- Women – up to one drink per day.

Use caution with caffeine intake.

Caffeine is found in coffee, tea, energy drinks, soda, and dietary supplements.

Eat at least 3-5 different kinds of nutrient-dense foods at each meal. The more types or varieties of food you eat, the more vitamins, minerals, and other nutrients you consume.

For Soldiers to perform optimally throughout their careers in assignments with varying levels of mental and physical difficulty, they must place as much emphasis on nutrition to support performance as they do on physical and mental health. Remember: You can't "out-exercise" poor dietary choices.

Go for Green® (G4G) is a Department of Defense (DoD) performance-nutrition program that can be found in the Army's Warrior Restaurants. G4G makes it easy to find and choose high-performance fuel by labeling items **Green** (high-performance fuel), **Yellow** (moderate-performance fuel), and **Red** (low-performance fuel).

HPRC-ONLINE.ORG/NUTRITION/GO-FOR-GREEN





EAT RARELY
THIS IS A LOW-PERFORMANCE FOOD

- Lowest in fiber
- Lowest in nutrients
- Most-processed foods
- Added sugar/artificial sweeteners
- Excess fat, trans fat, or fried foods



EAT OCCASIONALLY
THIS IS A MODERATE-PERFORMANCE FOOD

- Moderate in fiber
- Some healthy nutrients
- Foods with some processing
- Added sugar/artificial sweeteners
- Poor-quality fats



EAT OFTEN
THIS IS A HIGH-PERFORMANCE FOOD

- High in fiber
- High in nutrients
- Whole foods
- No added sugar/artificial sweeteners
- Includes healthy fats

EAT WELL • PERFORM WELL

Go for Green® makes it easy for you to identify and choose foods that enhance performance.



Green: High-performance fuel
Yellow: Moderate-performance fuel
Red: Low-performance fuel

Figure 8-2. Go for Green® (G4G) nutrition program

Performance Readiness Bars

Stress fractures (cracks in the bone) affect 2-5% of males and 8-21% of females during training exercises, including basic combat training (BCT). Low intakes of calcium and vitamin D may be a contributing factor to stress fracture risk and delayed graduation from training.

Bone health does improve during initial military training (IMT) with calcium and vitamin D supplementation provided in every *Performance Readiness Bar* (or PRB). To help prevent stress fractures or other bone-related injuries, you are highly encouraged (not required) to eat one PRB each day, but no more than two bars within a 24-hour period.



Figure 8-3. Performance Readiness Bars

Multivitamin with Iron (MVI) Program

Marching, running, and daily physical training demands increase your body's nutrition needs, especially for iron. Iron makes it possible for cells to carry oxygen to the body's tissues. When iron levels are low, you may feel weak, tired, and irritable. The best sources of iron are the foods you eat.

Most female trainees and athletes do not consume enough iron to meet their nutritional needs. Thus, healthcare providers will provide female trainees with a prescription for a daily MVI (prenatal vitamin). Taking the MVI is voluntary, but highly recommended. Benefits of a MVI may include:

- Improved energy during training.
- Improved physical fitness performance.
- Increased likelihood of on-time graduation.
- Improved concentration.

Why are males not given the MVI?

Most men have 4-5 times the amount of recommended iron stores and can manage the increased iron demand of basic combat training with food alone.



Figure 8-4. Multivitamin with Iron content and size

Stay hydrated

Fluid needs vary greatly from person to person, and depend on intensity of work, level of heat stress, and sweat rates.

The first step in hydration is to drink fluids and eat foods high in water content throughout the day.

Cool water is the beverage of choice for maintaining hydration. Recommended fluid intake ranges from 2 to 5 quarts (64-160 ounces) per day. For reference, a canteen holds 1 quart of fluid, an issued hydration pack holds ~3 quarts.

- Drink regularly or whenever possible during exercise, training, and operations. Drink 16–32 ounces of fluid every 60 minutes during activity to stay hydrated.
- Performance declines with slight dehydration.

- To rehydrate (replace fluids) after exercise, drink liquids and eat foods that contain fluids. Consume about 20–24 ounces of fluid for every pound of weight you lost.
- Drinking too much plain water or not consuming enough sodium can lead to hyponatremia (low sodium levels in your blood), a potentially serious condition.

Electrolytes control the fluid balance of the body and are important in muscle contraction, among many other essential functions. Electrolytes (sodium, potassium, calcium, magnesium, and chloride) are found in food and fluids. The loss of sodium and potassium in sweat can be quite high during prolonged physical activity, especially in warm weather. It's important to choose foods and beverages that contain sodium and other electrolytes to promote faster and more complete recovery. Drinking too much plain water or not consuming enough sodium can result in *hyponatremia* (low sodium levels in your blood), which requires immediate medical attention to reduce risk of serious illness or death.

Hyponatremia typically occurs during physical activities of longer duration. Symptoms, which can be severe, include headache, vomiting, swollen hands and feet, fatigue, confusion, disorientation, and breathing problems. Keep in mind that some symptoms of hyponatremia are similar to the symptoms of dehydration, so be mindful of how much and how often you drink fluids. Source: *Warfighter Nutrition Guide*, May 2022. Human Performance Resources by

CHAMP, <https://www.hprc-online.org/nutrition/warfighter-nutrition-guide>.

Sports drinks are an option for sodium replacement if you fail to consume enough food during training and/or not acclimated to the heat*. Avoid putting sports drinks in your wearable hydration system, as this will increase the risk of harmful bacteria or mold growth.

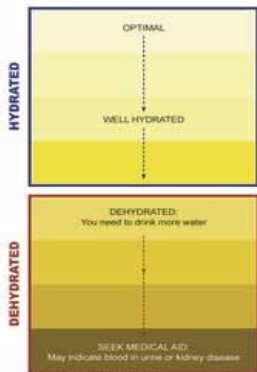
**Note:* Heat acclimatization may take up to 21 days or more for untrained Soldiers.

How Do You Know if You Are You Hydrated?

The simplest way to determine if you are adequately replacing the fluid lost through sweat is to check the color and quantity of your urine. During your first void (or urination) of the day, if you see that your urine is dark, you need to drink more fluids or eat more foods with a high-water content. *Recommended fluids:* water, sports drinks, 100% fruit juice, milk, milk alternatives (soy, almond). *Recommended foods:* fruits and vegetables, soup, yogurt

Are You Hydrated? Take the Urine Color Test

Urine Color Chart



*This color chart is not for clinical use.

Water Consumption Table

Heat Category	WGSI Index, °F	Easy Work Water Intake (Quarts/Hour)	Moderate Work Water Intake (Quarts/Hour)	Hard Work Water Intake (Quarts/Hour)
1	59° - 61.9°	1/2	1/2	1/2
2	62° - 64.9°	1/2	1/2	1
3	65° - 67.9°	1/2	1/2	1
4	68° - 69.9°	1/2	1/2	1
5	≥ 70°	1	1	1

U.S. Army Public Health Command (Provisional)
http://ghc.army.mil
(2010-01-01) (2010-01-01) (2010-01-01)

Purpose

- With normal kidney function, your level of hydration is indicated by the color of your urine. Some vitamins and supplements may cause a darkening of the urine unrelated to dehydration.
- Since heat-related illness often follows dehydration, this simple test will help protect your health.
- Dehydration also increases your risk for kidney stones.

How does it work?

- Match your urine color to closest color in the chart and read the hydration level on the chart.
- Watch the urine stream not the toilet water, as the water in the toilet will dilute your urine color.
- In response to dehydration, the kidneys conserve water and excrete more concentrated urine; the more concentrated the urine the darker the color.

Prevent Dehydration

- No amount of training or acclimatization can reduce the body's requirement for water.
- Follow the water consumption guidelines in the water consumption table.

Figure 8-5. Are you hydrated? Urine color test

Be smart about energy drinks

Energy drinks are not the same as sports drinks and should never be consumed for hydration — cool, plain water should always be a first choice. Energy drinks generally contain large quantities of caffeine and may contain other ingredients, most of which do absolutely nothing to enhance performance or health. Also, the large quantities of caffeine can aggravate dehydration, and may lead to increased anxiety, upset stomach, shakiness, headaches, and sleep issues.

These potential side effects can reduce your ability to perform, NOT enhance it. Instead of reaching for energy drinks, it's best to feed your body energy throughout the day:

- Snack on carbohydrates and energy-rich foods such as dried fruits, nuts, trail mix, a commercial sports bar or low-fat chocolate milk.
- Drink cool, plain water frequently, even if you aren't thirsty.

Dietary supplements

Many Soldiers use dietary supplements to improve performance, increase muscle mass, enhance energy, accelerate recovery, increase alertness, boost their immune system, and improve joint function. However, dietary supplements are not tested or approved by the Food and Drug Administration prior to placement on the market, are often unnecessary, and can be dangerous and expensive.

Although some dietary supplements can offer some benefits, others might be unsafe or contaminated with drugs, controlled substances, or other ingredients not listed on the label. The most tainted dietary supplements are those marketed for:

- Bodybuilding
- Weight loss
- Sexual enhancement

Dietary supplements come in several forms—tablets, capsules, soft gels, gel caps, powders, energy bars, gummies, and liquids—with an even greater variety of ingredients. Be informed before putting them in your body!

Before you take a supplement, ask yourself:

1. Do I really need it?
2. What do I expect it to do?
3. Does it work?
4. Is it safe?
5. What's in it?
6. Does it contain a proprietary blend?
7. Was it tested by a third-party?

Choose food first!

Food should be your first choice to help meet your goals because supplements:

- Often are unnecessary
- Are not approved by FDA before being sold

- Can be dangerous
- Can be expensive
- Are not substitutes for a healthy, balanced eating plan

Whole foods are food products that are processed or refined as little as possible and are free from additives or other artificial substances. They are a natural powerhouse of nutrients such as protein, carbohydrate, vitamins, and minerals that promote energy, muscle growth, performance, and healthy weight maintenance. Whole foods are superior to supplements and should be your first choice, regardless of your goals. What's more, whole foods taste better, are safer, and generally cost less! If you decide to use a supplement, be informed, and visit **Operation Supplement Safety** at <https://www.opss.org/>.



Figure 8-6. Supplements

OPSS is a DoD-wide initiative to educate the military community about dietary supplements and provide the tools to be informed supplement users—or non-users. The OPSS website provides easy access to updated materials and databases for you to stay informed and make healthy dietary supplement choices.

8-2. Sleep

The disciplined practices in *sleep*, *activity*, and *nutrition* comprise the Army's "performance triad." By following the habits outlined below you maximize performance and avoid illness and injury.

Make Sleep A Priority - Sleep is a biological need for brain functioning and is critical to sustain the mental abilities required for success in BCT and advanced individual training. Soldiers require a minimum of 7-8 hours of sleep every 24-hours.

In BCT, you can receive at least 7 hours of continuous sleep per night (unless you are scheduled for duty such as access control guard/fireguard or charge of quarter's runner).

During field training, the length of the training day, and time for sleep will vary based on training requirements; however, your commander will ensure that the schedule allows sufficient time for sleep during field training.

The MOST IMPORTANT THING YOU MUST REMEMBER:

When you can sleep, do it. Insufficient sleep presents a risk to mission success. Sleep deprived Soldiers are likely to make mission critical and sometimes fatal errors.

The demanding nature of military operations often creates situations in which obtaining enough sleep on a regular basis is difficult or impossible. Such chronic, insufficient sleep (anything less than 7-8 hours per 24 hours) produces a sleep debt – a chronic state of increased sleep need that is characterized by impaired performance and readiness.

The only way to eliminate the debt is to obtain sleep (just closing your eyes and resting is not the same as sleeping/napping). As a Soldier you must make sleep a priority!

When you can rest or sleep, do it.

8-3. Activity

During BCT you will obviously maintain a high level of activity. However, once you graduate from AIT or OSUT, you have much more control over your level of activity. You will need recreational-type activities to maintain your optimum performance; Army physical readiness training and the other high-physical demands of your duties will not provide all the physical activity you need.

Physical activity is more than just “exercise” or “working out”- it’s living an active lifestyle. Whether it’s walking the dog, doing yard work, or playing with your kids, regular movement throughout the day inspires positive health outcomes over time.

Physical activity improves health in the following ways:

- Lowers risk of some chronic diseases and conditions such as type 2 diabetes, high blood pressure, stroke, and cancer (for example, breast and colon).

- Aids in weight loss and prevents weight gain.
- Helps manage stress and may reduce depression.
- Strengthens bones, muscles, and joints.
- Boosts confidence and self-esteem.

Amount and types of physical activity. To receive positive health outcomes, you need at least:

- 150 minutes of moderate-intensity aerobic activity per week. 150 minutes is also: 2 hours and 30 minutes per week OR 30 minutes a day for 5 days OR 10 minutes of activity 3 times a day for 5 days.
- 2 days of muscle strengthening activities (like weight/resistance band training, calisthenics, and yoga).
- 10,000 steps during your everyday routine. *Note:* 10,000 steps is close to 5 miles. An inactive person may only average 1,000 to 3,000 steps a day, or about one mile. Persons who walk less than this in a normal day should add walking to their routines.

Save time by bumping up the intensity. Perform 75 minutes of vigorous-intensity activities per week (jogging, swimming laps, or hiking uphill).

- Pick activities you enjoy. Moderate-intensity activities include: brisk walking, doubles tennis, golf, and leisure biking.
- Invite Family, friends, and fellow Soldiers to join you. Take a fitness class, join a recreation league, sign up for a 5K run/walk, or start a walking group in your neighborhood.

8-4. Hygiene

In addition to Army training, personal hygiene plays a crucial role in your overall physical readiness as a strong, productive Soldier. There are numerous health concerns that can arise if you do not conduct proper personal hygiene at home and in field environments.

Hazard of communicable diseases

Communicable diseases are caused by specific infectious organisms like viruses or bacteria transmitted from one person to another. The person who is infected may feel and/or look sick or might carry the illness without feeling or looking sick at all. These diseases can rapidly degrade the medical readiness of Soldiers and entire military units preventing them from achieving their mission. They also cause significant suffering and overwhelm the military health care system.

You received vaccinations to protect you against the increased risk of these infections when you entered the Army, and you will receive additional vaccinations prior to travel to foreign areas. There are many communicable illnesses that do not have vaccines such as the common cold and hepatitis C and D.

Resistance to illness

Vaccines do part of the job; the rest is up to you. Your immune system protects you from most illnesses. It continues with things you do to protect yourself, like keeping yourself and the environment clean; wearing a clean uniform appropriate for the season; and avoiding contact with persons who are ill. Also, you should always cough into your

arm and clean your hands frequently to avoid spreading/receiving germs.

Immediate hazards to your health

Do not take chances with your health. If in doubt, get medical help. Injuries that pose a threat to your health or life are:

- Any eye injury.
- Any human or animal bite that breaks the skin.
- Allergic reaction to an insect bite, chemicals, or medications.
- Bleeding that cannot be stopped.
- Burns, including severe sunburn.
- Feeling very hot and/or confused after being out in the heat.
- Exposure to cold temperatures and you think you may have a cold injury.

Other symptoms of illnesses that can threaten your health or life include:

- Tightness, pressure, or pain in your chest that spreads to your neck, jaw, arm, or back.
- Shortness of breath or wheezing while resting.
- Difficulty breathing, or the feeling of choking.
- Coughing up blood.
- Difficulty speaking, swallowing, or opening your mouth.

- Stiff neck with fever.
- Sudden loss of vision.
- Very bad pain anywhere on your body.
- Weakness and dizziness.
- Blood in your urine or brown urine.
- Vomiting up blood or what looks like coffee grounds.
- Blood in your stool or black, tar-like stools.
- You feel like you might hurt yourself or others.
- Hip or knee injuries.
- Painful teeth or swelling in your mouth or jaw.

If you experience any injuries or symptoms of illness, report them to your drill sergeant immediately to receive health care.

Bathe/shower daily

Regular bathing with soap and water is important for both cleanliness and personal appearance.

Bathing prevents hygiene-related diseases such as scabies, ringworm, athlete's foot, skin infections, and pink eye.

You should wash your hands, face and ears, armpits, groin, and feet. In addition to washing your skin regularly you should wash your hair at least twice a week, shave daily and avoid sharing combs or razors with others.

Wash hands regularly

Normally your immune system protects you against invasion by bacteria, viruses, and parasites. However, if your hands

become contaminated with these organisms and you put them up to your nose or mouth, disease and germs can invade your body and cause an infection.

Many aspects of basic training can make you more vulnerable to respiratory illnesses to include close contact with other Soldiers.

The physical and psychological stresses of military training can make you more vulnerable to illness. In addition, your immune system may not be able to withstand the new organisms you are exposed to when first brought together as a group.

Almost 90 percent of Soldiers get symptoms of respiratory illness at some point during BCT. In most cases, these illnesses are mild, and trainees can continue training, but sometimes they progress to worse infections like pneumonia or meningitis.

Washing your hands with soap and water is the most effective way to prevent the spread of bacteria and viruses which are major cause of food borne diseases and other illnesses. Although the use of hand sanitizers is effective for killing most of these harmful organisms on the hands, they are ineffective on hands that are heavily soiled with dirt, grease, and other debris. Therefore, the use of hand sanitizers should not be used in place of hand washing, rather as a supplement to or a temporary alternative when hand washing is not available.

Wash or sanitize your hands every time:

- After using the latrine
- Before eating or handling food

- After sneezing or blowing your nose

It is important to practice good hygiene habits when you are in basic training. It becomes more difficult to wash your hands and bathe regularly when you are in the field or deployed.

Dental health and readiness

Brush and floss your teeth.

Keeping a healthy mouth maintains dental readiness and ensures you will not suffer from pain, infection, or inability to eat high-performance foods. Poor oral health takes more Soldiers out of the fight than the enemy does.

Wisdom teeth and gum disease cause problems. However most dental emergencies are caused by tooth decay or its complications.

Tooth decay is caused by bacteria (germs) that feed on starchy or sugary snacks and beverages, and by acids that wear away the surfaces of teeth. Soda, juice, sweet tea, sports drinks, and energy drinks all contain sugar and acids that can damage teeth.

Saliva is critical for protecting your teeth from decay by neutralizing acids, hardening teeth, and fighting germs.

Stressful training or operations can decrease saliva flow, leaving you vulnerable to decay.

Prevent dental problems in three ways: watch what you put in your mouth, wear mouth guards during training activities, and clean your mouth every day.

Follow the guidelines in the Nutrition section above and contribute toward a healthy mouth.

Your teeth and gums need the same water intake, calcium, vitamins and minerals, and protein that the rest of your body needs as well as protection from sugars, acid content, and simple starches. Do not sip them throughout the day.

In addition to a healthy diet:

- Limit sugary drinks. If you have them, drink them in one setting with a straw and rinse out with water afterwards.
- Rinse your mouth with plain water after drinking sugary drinks.
- If you drink juice, choose juice that has calcium added to minimize acid damage.
- Use sugar free gum or mints.
- Avoid tobacco. Tobacco can cause gum disease and oral cancer.
- Use lip balm with sunscreen during sun exposure to prevent lip cancer.

Clean your mouth every day:

- Brush 2-3 times a day, every day, with fluoride toothpaste to remove food particles and harmful bacteria from your teeth. Fluoride helps repair early-stage tooth decay and makes tooth structure more resistant to tooth decay.
- Brush before going to sleep to provide greater protection for your teeth.

- Use a soft or ultra-soft toothbrush that is small enough to fit around your back teeth.
- Brush your teeth for about 2-3 minutes using a gentle, circular motion. Pay extra attention to the gum-line, back teeth, and areas around fillings, crowns, or bridges.
- Brush your tongue and the roof of your mouth to remove germs that cause tooth decay and bad breath.
- If you have an appliance such as an orthodontic retainer or partial denture, remove it before brushing your teeth. Brush all surfaces of the appliance also.
- Do not rinse your mouth after brushing. Just spit several times to remove excess toothpaste.
- Don't eat or drink anything for at least 30 minutes after you brush so the fluoride will stay on your teeth longer and protect them better.
- If you can't brush:
 - Swish with water after eating or drinking.
 - Wipe your teeth with a clean cloth wrapped around your finger.
 - Rub toothpaste on the surfaces of your teeth with your finger.
- Floss once a day. Flossing removes bacteria and food in between teeth and areas a toothbrush can't reach.

- Use 18 inches (457.2 mm) of floss. Wrap the end of the floss around your middle finger and use your index finger to guide the floss.
- Insert the floss between your teeth. Gently pull from side to side to get it through the tight spots, Use a different area of the floss for each space.
- Gently move the floss up and down against the tooth in back, then the tooth in front.
- Wrap the floss around the teeth as you're moving it up and down gently.
- Your gums may bleed at first when you start flossing every day. If bleeding continues after a week or two see your dentist.

Remember, you can minimize the risk for cavities. When a dentist identifies a problem at your annual exam, get it treated as soon as possible.

Note: Females should be extra vigilant about brushing with fluoride toothpaste 2-3 times a day to prevent cavities and bleeding gums.

Females tend to make less saliva than males which leaves them more vulnerable to tooth decay.

Fluctuations in female hormones can also negatively affect oral health. Hormones and oral contraceptives can increase bacteria levels in the mouth and cause changes in the blood vessels in the gums, leading to gingivitis.

Female hormones impact the mouth's reaction to bacteria and can increase bacteria symptoms during monthly

hormonal fluctuations resulting in tenderness, swelling, and bleeding when brushing.

Females who use oral contraceptives are also twice as likely to develop a painful condition called “dry socket” after dental extraction.

Hormone fluctuations and stressful environments are associated with development of painful mouth ulcers or canker sores.

Nutritional deficiencies (vitamins B1, B2, B6, B12, C, folate, iron, magnesium, or zinc) may also increase your risk of developing mouth ulcers.

Over-the-counter remedies are effective for the discomfort caused by small ulcers and can be obtained at dental sick call. Larger or more painful ulcers may interfere with a normal diet.

A dentist can prescribe medicine to reduce pain and accelerate healing of larger ulcers.

Care for your feet and nails

Athlete's foot is caused by a fungus that lives in damp, warm, and dark areas like shower rooms, rubber boots, and in some cases, older or poorly maintained running shoes.

Athlete's foot usually looks like small blisters between the toes. These can pop, causing itching and little sharp pains. The skin may crack or look scaly.

You can get athlete's foot from walking barefoot on unclean facilities and not washing your feet.

The symptoms include itching, flaking skin, and cracking between toes or on bottom of feet.

Do the following to prevent Athlete's foot:

- Wear shower shoes when taking showers and walking on the floor.
- Use a towel to dry thoroughly between your toes.
- Wear clean dry socks; never wear another Soldier's socks.
- Clean the showers and latrine floors daily.
- Sprinkle foot powder in your socks to help absorb the moisture.
- Remove the inserts from your boots at night to prevent fungus from growing.

If you get athlete's foot, an anti-fungal solution or cream is needed to treat it.

Alternate your boots daily. Wear one pair of boots one day and change to your other pair the next day.

In addition to preventing athlete's foot, make sure you prevent ingrown toenails. Ingrown toenails are caused by a combination of tight shoes and trimming the toenails down to the edge of the nail.

Symptoms include tenderness, swelling, sharp pain, redness, and discharge.

You can prevent ingrown toenails by trimming nails straight across every two weeks. Cut toenails short and square.

Seek medical attention for treatment for ingrown nails. Surgery may be necessary to remove the nail from the skin.

Prevent blisters

Blisters are caused by friction from tight fitting shoes, breaking in new boots, and/or road marches.

Symptoms are redness and tenderness of the skin.

Blisters can be minimized.

Wearing proper fitting boots and tight fitting, clean, dry socks free of excessive wear can prevent most blisters.

Second skin (mole skin) on “hot spots,” knee-high nylons, and good personal hygiene reduces blisters as well.

To prevent blisters on the hands, wear work gloves when operating equipment that requires repetitive movements, such as raking or shoveling.

Take the following measures to treat a blister:

- Wash with a mild soap and water. Keep your skin clean and dry. Apply a topical anti-biotic ointment to prevent infection.
- Cover with bandage or second skin to prevent from opening.
- DO NOT purposely open a blister.
- If blister opens, treat as you would any open cut.
- Always leave the top skin of a drained blister.
- Pulling off the top layer of skin can damage the new skin underneath and cause infection.

Protect your hearing

Survival on the battlefield could depend on your ability to hear. Hearing loss caused by noise is painless, progressive, permanent, but also preventable.

To protect your hearing, insert your earplugs correctly whenever instructed to wear them.

Do not lose your earplugs. If you do lose your earplugs, notify your drill sergeant immediately to obtain another pair.

Always wear your earplugs to protect your hearing when around loud noises such as generators and weapons/ranges.

Protect against the effects of heat, cold and insects

While in BCT and AIT, you may become exposed to extreme heat, cold, and biting insects. To protect you from the effects of heat, cold, and insects your cadre will ensure the following:

- Safeguards against over-stress from heat, or over-exposure to cold, especially in your first couple weeks of training.
- Water and other beverages, and nutritious meals. You will likely drink more water and beverages than accustomed.
- Protective clothing and sunscreen, and insect repellent. Your uniform is factory-treated with a conventional insect repellent for clothing.

- Instructions on what items of your uniform to wear, and how much water you should drink on a given day.
- Reminders about symptoms and signs of hot and cold weather illnesses to watch for in both you and your buddy.
- Questions on illnesses or if you are taking medication that may increase the risk of heat and cold weather illness.

Note: In case of a severe hot weather illness, your cadre may remove the outer clothing and apply ice water-soaked sheets to the affected Soldier, this is a potentially lifesaving measure.

Here are a few things to remember all the time:

- Eat all your meals and drink all the water and beverages provided to you. Food and fluids are needed to “fuel” your body’s regulating systems for both heat and cold.
- Make sure your uniform is clean, worn as instructed, and all buttons and fasteners are serviceable. Apply sunscreen and insect repellent to your face, neck, and hands as instructed.
- Let your cadre know if you aren’t feeling well, taking medications, and/or have unusual insect bite marks that look infected. Also let your cadre know if you think your buddy is not feeling well.
- Monitor the amount of urine you produce and the color of your urine as an indicator of whether you

are drinking enough water and fluids. This is important in hot and cold weather.

- When you are in AIT, and if allowed, should you purchase energy drinks, sports drinks or supplements, ensure that you continue eating all meals and drink all the water and beverages provided to you.

8-5. Male Health and Hygiene

These symptoms require IMMEDIATE medical attention.

(See your Drill Sergeant)

Sudden onset severe scrotal pain (Testis torsion).

Scrotal or penile infection or abscess (Gangrene).

Testicular mass (Testis cancer).

Severe back pain with nausea, vomiting, blood in the urine, fever (Kidney stones or kidney infection).

Painful erection lasting longer than 4 hours (Priapism).

Inability to urinate (Urinary retention).

Foreskin gets stuck behind the head of your penis (Paraphimosis).

Signs and Symptoms to Worry About.

(Go to sick call in the morning)

Severe flank, groin, or scrotal pain.

Swelling in the groin or scrotum.

Red/Bloody or brown urine.

Painful urination.

Inability to urinate.

Yellowish fluid dripping from the opening in your penis (urethra).

Red skin rash or infection.

Common problems, not emergencies.

(Go to sick call in the next few days).

Jock Itch/Jock Rot (Tinea Corpus).

An itchy, red rash, and groin discomfort typically associated with skin fungal infection.

Most often related to sweating and skin friction.

Can treat with anti-fungal powders and creams.

Prevented by keeping your groin dry and by using body powder and wearing loose fitting or moisture wicking clothing.

Skin Chaffing.

Skin irritation caused by repetitive or prolonged friction.

Prevent by wearing equipment and clothing that fits well.

Avoiding Skin Problems.

Avoid using razors in the groin area.

If grooming the genitals, use clippers instead to prevent ingrown hairs, infections, and abscesses.

If uncircumcised, do not urinate into the foreskin, pull back the skin to clean the tip of the penis at least daily.

Testosterone Supplements.

Do not use testosterone unless prescribed to you.

Testosterone supplements can have significant and undesirable health effects.

Sexual Health.

Sexually transmitted infections can be transmitted during vaginal, anal, or oral sex.

Using a condom correctly during the entirety of sexual contact decreases the risk of catching or spreading infection.

People can have severe infection without any signs or symptoms and can easily spread the infection.

Get tested regularly and know your status.

Razor bumps/ beard rash/ pimple (Folliculitis).

Sometimes it is easily treated by using a different razor or using an acne facial wash.

If simple solutions don't take care of the problem, see your medical provider.

If you think you have a skin infection (red/ hot to touch, swollen skin), see your medical team urgently.

Mental Wellness.

Many Service members experience mental health issues especially with big life changes, such as joining the military, moving to a new place, and leaving family behind.

Talk to your battle buddy and friends.

Seeking help early from your medical team is very important.

Do not be afraid or embarrassed to seek care early.
These are very common conditions.

Preventative Health.

Perform monthly self-exams of your body so you can recognize significant medical issues and seek care early.

Get your routine exams and lab work done.

Eat healthy food, drink water, and exercise regularly.

Sleep for the recommended number of hours.

Field Packing List.

One time use disposable wipe packet.

Toilet paper.

Hand sanitizer.

Ziploc bags.

8-6. Female Health and Hygiene

Health in the Field

Use a canteen of water and soap to “spot clean” face, underarms, chest, and genital areas (Unscented disposable wipes may be used as an alternative).

Wear a properly fitting bra and cotton underwear.

Take a daily multivitamin.

Avoid wearing makeup.

Never wear contacts in the field.

Eat meals and drink plenty of fluids each day.

Do not avoid urination, this can cause health issues.

Wipe from front to back after a bowel movement or urination.

Avoid douching.

Avoid tight fitting synthetic clothing.

Get adequate sleep.

Speak with your provider about birth control options and prevention of sexual transmitted infections.

Go to sick call if you have the following symptoms:

- A change in vaginal discharge.

- A change in amount of discharge.

- Cottage cheese-like vaginal discharge.

- Foul odor with yellowish, greenish, or grayish white vaginal discharge.

- Presence of blood when not having a period.

Effects of the Environment on your Health.

- Unable to adequately wash or stay clean.

- Holding urine.

- Difficulty with feminine hygiene during menstrual cycle.

- Can lead to urinary tract infections or vaginal infections.

- Can lead to changes in menstrual patterns.

Field Packing List.

- Assorted panty liners, sanitary pads, tampons.

- One time use disposable wipe packet.

- Toilet paper.

Hand sanitizer.

Ziploc bags.

Female urinary diversion device.

Medications for menstrual symptoms (Motrin, Tylenol).

Contraceptives (if using).

If issued, a poncho and liner can be used to provide privacy.

Female Urinary Diversion Device.

This device allows you to urinate discreetly while standing up or leaning back. You can urinate with minimal undressing, such as only unbuttoning your pants. Ordering information: National Stock Number (NSN) 4510-014702805.

Contraception:

It's your choice! Be educated! Be prepared.

Pregnancies and parenthood status **MUST** be made known and may impact your training in BCT.

Abortions are not reimbursed by the Army except in cases of rape, health of the mother or incest.

Military Parental leave policy allows up to 12 weeks of non-chargeable leave following a delivery event.

Soldiers may defer deployment for 12 months after delivery.

Mandatory counseling by your command is required when pregnancy occurs for your health and safety per AR 635-200.

Birth Control Options.

(Discuss with a medical provider, not all choices may be available or appropriate during training).

Intrauterine Device.

- Place in the uterus and lasts 3-10 years.

- Contains progesterone or non-hormonal option.

- Over 99% effective in preventing pregnancy.

- May experience irregular spotting for the first 3-6 months.

- Often stops or decreases menstruation.

Nexplanon.

- Small rod placed in the upper inner part of the arm.

- Contains progesterone only.

- Over 99% effective in preventing pregnancy.

- Some women have an increase in bleeding and others experience a stop or decrease in monthly bleeding.

Depo-Provera (The Shot).

- One injection every 12 weeks in the clinic.

- Contains progesterone only.

- 97% effective in preventing pregnancy.

- May have irregular spotting/bleeding for the first year.

- May stop monthly menstruation.

Oral Birth Control Pills.

Take by mouth every day at the same time.

Contains estrogen and progesterone.

97% effective if taken as directed.

Regulates periods.

The Patch

Place patch on skin for 1 week and change weekly.

Contains estrogen and progesterone.

92% effective in preventing pregnancy.

The week that you go without a patch, your period will begin.

May fall off in extreme heat/sweat.

Vaginal Ring

Flexible ring inserted in the vagina and left in place for 3 weeks of the month.

Contains estrogen and progesterone.

92% effective in preventing pregnancy.

Requires cool storage temperature (refrigeration)

May cause an increase in vaginal discharge, irritation, or vaginitis.

* Please speak to your provider for more information on side effects such as weight gain, acne, breast tenderness, increased bleeding or cramping, health

conditions that may limit the use of certain birth control options.

Did you know menstruation is NOT necessary for health?

Common birth control pills can be used to avoid having a monthly period.

Take the active pills for 3 weeks and start right in on the next pill pack.

Do not take the placebo pills (also known as sugar pills or blank pills).

Do this for 3 packs in a row and then stay off pills for 1 week causing you to have withdrawal bleeding (your period).

Start the next pack even if bleeding has not stopped.

This works by thinning the lining of the uterus, which can stop bleeding for months.

If you get spotting after 4-6 weeks, just stop the active pills for about 5 days to have a withdrawal bleed. Don't stop the pills for more than 7 days, or you risk getting pregnant. Some women worry that this is not normal, but it is perfectly healthy.

Types of birth control that can be used in this way: birth control pills, vaginal ring and contraceptive patch can be worn for four consecutive weeks to avoid a period.

Emergency Contraception (ECP)

Hotline: 1-888-NOT-2-LATE

If primary method fails or no contraception is used

Progesterone pills

- Delays ovulation
- Thickens cervical mucus.
- Can be taken up to 3 days after unprotected intercourse to prevent pregnancy.
- If fertilization has occurred – Nothing happens. (ECP is often confused with the “abortion pill” which is a different medication.)
- Available over the counter at military and civilian pharmacies and covered by Tricare.

Alternatives available through prescription

- Emergency IUD insertion within five days of unprotected intercourse is 99.9% effective.
- Ulipristal Acetate can be prescribed for use up to five days after unprotected sex.

Mental Wellness

Many Servicemembers experience mental health issues especially with big life changes, such as joining the military, moving to a new place, and leaving family behind.

Talk to your battle buddy and friends.

Seeking help early from your medical team is very important.

Do not be afraid or embarrassed to seek care early.
These are very common conditions.

8-7. Ready and Resilient

Soldiers must cope with adversity, perform well in stressful situations, and learn to thrive in stressful environments.

The ready and resilient Fitness program is designed to build resilience and enhance the performance of the Army Family – Soldiers, their Families, and Army Civilians – through hands-on training and online self-development tools.

Resilient individuals enhance Army performance and readiness. Resilience is the ability to grow and thrive in the face of challenges and bounce back from adversity.

The goal of ready and resilient Family Fitness is to increase your resilience and enhance your performance by developing and strengthening five dimensions of strength.

1. **Social** strength refers to developing and maintaining trusted, valued relationships and friendships that are personally fulfilling and foster good communication including a comfortable exchange of ideas, views, and experiences.

2. **Emotional** strength means approaching life's challenges in a positive, optimistic way by demonstrating self-control, stamina, and good character with your choices and actions.

3. **Family** strength is about being a part of a Family unit that is safe, supportive, loving, and provides the resources needed for all members to live in a healthy and secure environment.

4. **Spiritual** strength refers to one's purpose, values, beliefs, identity, and life vision. These elements, which define the essence of a person, enable one to build inner strength, make meaning of experiences, behave ethically, persevere through challenges, and be resilient when faced with adversity. An individual's spirituality draws upon personal, philosophical, psychological, and/or religious teachings, and forms the basis of their character.

5. **Physical** strength is about performing and excelling in physical activities that require aerobic fitness, endurance, strength, healthy body composition, and flexibility derived through exercise, nutrition, and training. The physical dimension also encompasses the Office of the Surgeon General (OTSG) Performance Triad initiative of sleep, activity, and nutrition to improve personal and unit performance, resilience, and readiness.

8-8. Chaplains

The chaplain is responsible for providing spiritual support to every Soldier in the unit. Although chaplains are part of a particular denomination, their mission is to ensure the spiritual needs of every Soldier are met. Each battalion in the Army has its own chaplain (normally a CPT). The chaplains and their assistants form the Unit Ministry Team.

Chaplains hold weekly services (while in garrison and in the field), are available for individual counseling, and are one of the few members of the military who retain the privilege of confidentiality. The chaplain also plays a key role to help promote programs, such as suicide prevention.

In the BCT/OSUT/AIT environment, they are of value in helping Soldiers succeed under difficult and stressful conditions. They assist the commander in teaching, displaying, and instilling the Army Values and with maintaining high morale within the unit.

8-9. Risk management

Every Soldier, regardless of rank, is faced with making decisions. You will be challenged to make informed decisions that consider both risk, and potential benefit. Your decisions not only affect you, but also your team, family, and friends.

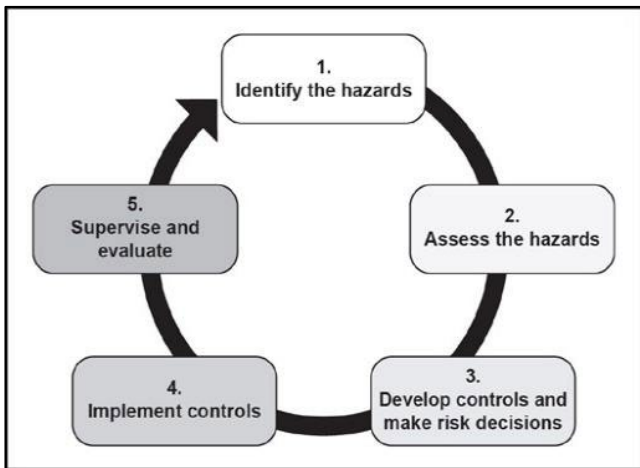


Figure 8-7. Risk management cycle

The Army uses a process called Risk Management to help make those decisions. Army Techniques Publication 5-19,

Risk Management is the Army's doctrinal manual for risk management.

The decision-making process doesn't just apply in combat; it applies to everything you do on or off duty. The goal is to preserve the Army's ability to fight and win by avoiding unnecessary risk and making informed decisions at every level. The Army's Risk Management process is a logical approach to risk-associated decision making that helps you make smart risk decisions and reduce the possibility of losses.

As you progress throughout your career, you will learn more about the risk management process. A few of the hazards you may encounter during IET include:

- Hot weather injury
- Cold weather injury
- Weapon-related hazards
- Environmental hazards (insects, animals, poisonous plants, etc.)

Chapter 9 – Discipline

The Army is subject to military law and the laws of our government, and we strive to live as law-abiding Soldiers in whatever we do and wherever we go.

Discipline is the practice of our profession in the conduct of duty, ethically, effectively, and efficiently meeting standards while striving for excellence.

Military discipline is founded upon self-discipline, respect for properly constituted authority, and embracing the professional Army Ethic with its supporting individual values. Military discipline is instilled through positive leadership, reinforcing the regulatory standards for personnel, and the training readiness standards for individual and collective tasks, together, resulting in a mental attitude about proper conduct and obedience to lawful military authority.

While military discipline is the result of effective training, it is affected by every feature of military life. It is manifested in individuals and units by:

- Cohesion, bonding, and a spirit of teamwork.
- Smartness of appearance and action.
- Cleanliness and maintenance of dress, equipment, and quarters.
- Deference to seniors and mutual respect between senior and subordinate personnel.
- Prompt and willing execution of both the letter and the spirit of the legal orders of their lawful commanders.
- Fair and equal treatment for all Soldiers, regardless of race, color, sex, national origin, religion, and sexual orientation.

The Rules

There are three basic rules you should follow:

- Follow Army regulations and the Uniform Code of Military Justice (UCMJ).

- Take responsibility for your actions.
- Set the example, do what is right even when no one is watching, and always keep your hands to yourself.

Standards of Conduct:

- Decisions and actions remain consistent with the Army Values, laws, and regulations.
- Strict obedience and prompt execution of the legal orders of their lawful seniors.
- Doing what is right even when no one is watching and choosing the hard right over the easy wrong.
- Accepting responsibility for your actions.

9-1. Non-Punitive Corrective Action

Nonpunitive corrective measures are the primary tools for teaching proper standards of conduct and performance and do not constitute punishment, nor are they required as a first step toward nonjudicial punishment. Included among nonpunitive measures are denial of pass or other privileges, counseling, administrative reduction in grade, administrative reprimands and admonitions, extra training, bar to continued service, and military occupational specialty (MOS) reclassification.

One of the most effective nonpunitive corrective measures is extra training or instruction. For example, if Soldiers appear in an improper uniform, they are required to correct it immediately; if they do not maintain their government housing area properly, they must correct the deficiency in a timely manner. If Soldiers have training deficiencies, they

are required to take extra training or instruction in subjects related to the shortcoming. If a Soldier demonstrates minor acts of indiscipline, physical exercise may be an acceptable form of corrective training.

Corrective measures may be taken after normal duty hours. Such measures assume the nature of training or instruction, not punishment. Corrective training should continue only until the training deficiency is overcome. Authority to use it is part of the inherent powers of command.

Uniform Code of Military Justice

Soldiers are subject not only to the laws of the United States and host countries, but also the Uniform Code of Military Justice (UCMJ). The UCMJ is a federal law that applies to all Soldiers in an active-duty status, 24 hours a day and 7 days a week, anywhere the world. Violations of Army regulations, state and federal laws, and the orders of superiors may constitute criminal conduct punishable under the UCMJ.

The UCMJ enumerates a wide range of criminal offenses (“Articles”) ranging from traditional crimes such as assault, theft, driving while intoxicated, disorderly conduct, murder, and sexual assault; to military specific crimes such as violating a regulation, disrespect/insubordination, fraternization, failure to pay debts, sexual harassment, and any conduct that is prejudicial to good order and discipline and/or of a nature to bring discredit to the service. The UCMJ also establishes the various types of courts and sets forth the procedures to be followed in the administration of military justice. You can find the UCMJ in Appendix 2 of the U.S. Manual for Court Martial or in Title 10, United States Code (USC), Sections 801-940.

UCMJ Article 15 authorizes commanders to impose non-judicial punishment (NJP) for minor offenses when non-punitive administrative corrective measures are inadequate due to the nature of the minor offense or because of the servicemember's service record. Proceedings under Article 15 are not adversarial criminal prosecutions. This means that the hearing is not like a courtroom hearing (i.e., a court-martial). Neither the Soldier nor their spokesperson (or retained lawyer) may examine or cross-examine witnesses unless allowed by the commander and the commander is not bound by the formal rules of evidence.

The UCMJ also authorizes commanders to convene court martials. Courts-martial are adversarial proceedings. That is, lawyers representing the government and the accused present facts and arguments most favorable to each side. In doing so, they follow the rules of procedure and evidence. The judge decides questions of law. The court-martial members apply the law and decide questions of fact.

UCMJ: Non-judicial punishment

Non-judicial punishment (NJP) is generally used to address "minor" offenses related to intentional disregard of or failure to comply with standards of military conduct.

One of the purposes of NJP is to educate, correct, and reform. It promotes positive behavior changes in Soldiers without the stigma of a court-martial conviction.

Whether an offense is minor is within the discretion of the commander and depends on several factors including the nature of the offense and the circumstances surrounding its commission; the offender's age, rank, duty assignment, military record, and experience; and the maximum sentence

impossible for the offense if tried by court martial. Common IET offenses punishable under Article 15 include insubordination, disrespect, fraternization, failure to report at the appointed time, and simple assault.

The imposing commander will ensure that the Soldier is notified of the commander's intention to dispose of the matter pursuant to the provisions of UCMJ, Article 15, the maximum punishment, and the right to examine evidence, seek counsel, present witnesses/evidence, and the right to demand a court-martial instead.

The UCMJ, Article 15 proceedings are not adversarial in nature. Soldiers may request an open or closed hearing. The Soldier is allowed to personally present matters in defense, extenuation, or mitigation in the presence of the imposing commander, except when appearance is prevented by the unavailability of the commander or by extraordinary circumstances.

Punishment may include extra duty, restriction, forfeitures of pay, reduction in rank, oral or written reprimand, and correctional custody. Whether to impose punishment and the nature of the punishment are the sole decisions of the imposing commander. Soldiers may choose to submit an appeal of the Article 15 findings and punishment to the next higher commander.

UCMJ: Court-martial

Courts-martial, in general, are adversarial trial proceedings. At a court-martial, a trial counsel represents the government, and a defense counsel represents the accused. The court-martial system consists of three types of courts-martial: a summary court-martial, a special court-

martial, and a general court-martial. In determining the appropriate type of court-martial, a convening authority considers a variety of factors including the interests of good order and discipline, and the severity of the charged offense(s).

A summary court-martial (SCM) is a court composed of one officer who may or may not be a lawyer. The SCM handles minor crimes of enlisted Soldiers only and has simple procedures. The maximum punishment, which depends upon the rank of the accused, is limited to confinement for one month (for E4s and below), forfeiture of two-thirds pay for one month, and reduction in grade. An SCM may not try an accused against their will. If the accused objects, the SCM authority may consider trial by a higher court-martial. The accused does not have the right to military counsel at an SCM, although he or she will see a trial defense attorney before the court-martial. An SCM is a non-criminal forum which means that a finding of guilty does not constitute a criminal conviction.

A special court-martial (SPCM) can try all Soldiers and consists of a military judge, four panel members (unless the accused chooses to be tried by a military judge alone), a trial counsel, and a defense counsel. The maximum sentence is a bad conduct discharge (BCD), confinement for twelve months, forfeiture of two-thirds pay per month for twelve months, and reduction to the lowest enlisted grade. If a BCD is adjudged, the accused has a right to an automatic appeal to the Army Court of Criminal Appeals. A Convening Authority may also send a Soldier to judge only SPCM that is not authorized to adjudge a punitive discharge with a

maximum punishment of confinement not to exceed six months, and forfeitures of pay not to exceed six months.

A general court-martial (GCM) tries cases over all Soldiers for the most serious offenses. It consists of a military judge, twelve members in a capital/death case and eight members in a non-capital case (unless the accused elects to be tried by a military judge alone), a trial counsel, and a defense counsel. Unless waived by the accused, a formal preliminary hearing (an “Article 32” hearing) must occur before a GCM may try the case. The GCM may adjudge the most severe sentences authorized by law, including the death penalty.

9-2. Military Equal Opportunity (MEO) Policy

The MEO program ensures an Army-wide, concentrated effort to maximize human potential and to ensure fair treatment for all persons based solely on merit, fitness, and capability in support of readiness.

The Army’s MEO program emphasizes fair and equal treatment for military personnel, and civilian employees without regard to race, color, religion, sex, or national origin. This policy applies on and off post, extends to Soldiers, civilian employees, and includes working, living, and recreational environments.

Complaint process

The MEO complaint processing system addresses grievances that allege unlawful discrimination or unfair treatment based on race, color, sex, national origin, religion, or sexual orientation and harassment, which includes hazing, bullying, and other discriminatory harassment.

Always attempt to resolve problems at the lowest possible level in an organization.

All submitted complaints are investigated. Personnel found in violation of the MEO Policy are subject to punishment under the UCMJ.

Within reason, Soldiers and other individuals are encouraged to attempt resolution of any complaints by directly addressing the alleged offender, or by informing other appropriate officials about the offensive behavior or unfair treatment.

Knowingly submitting a false complaint (a complaint containing information or allegations that a Soldier knows to be false) may be punishable under UCMJ.

Soldiers must submit only legitimate complaints and should exercise caution against frivolous or reckless allegations.

Types of MEO complaints

The Army has three types of complaints within the MEO complaint process: anonymous, informal, and formal.

An anonymous complaint is one in which the complainant remains unidentified. It may be handled as either an informal or a formal complaint based on the Commander's discretion. Actions taken regarding anonymous complaints will depend upon the extent of information provided in the anonymous complaint.

An *informal complaint* is any complaint that a Soldier does not wish to file in writing via DA Form 7279 (Equal Opportunity and Harassment Complaint).

Informal complaints may be resolved by the complainant directly with the assistance of another unit member, the commander, or another person in the complainant's chain of command.

Typically, those issues that may be taken care of informally and can be resolved through discussion, problem identification, and clarification of the issues. An informal complaint is still tracked in the MEO database.

A *formal complaint* is one that a complainant files in writing using a DA Form 7279 and swears to the accuracy of the information.

Formal complaints require specific actions, are subject to timelines, and require documentation of the actions taken.

Alternative measures:

Although handling MEO complaints through the chain of command is strongly encouraged, this is not the only channel available to Soldiers. Should a Soldier feel uncomfortable in filing a complaint with the chain of command, or should the complaint be against a member of the chain of command, there are several alternative agencies through which a complaint can be made.

The following agencies are frequently used:

- MEO professional
- Chaplain
- Provost Marshal
- Staff Judge Advocate
- Housing Referral Office

- Inspector General
- MEO Hotline

Inspector General (IG): Serves as the eyes, ears, voice, and conscience of the commander. The IG performs four basic functions: teaching and training; inspections; assistance, and investigations. Providing the commander impartial fact findings to improve the Army and support the Chain of Command.

Right to appeal: If a complainant perceives an investigation failed to reveal all relevant facts, or if actions taken on their behalf are perceived as insufficient, they have the right to appeal to the next higher commander.

The complainant may not appeal the action taken against the perpetrator, if any is taken.

9-3. Policy on relationships between Soldiers:

Army policy imposes many restrictions on senior-subordinate relationships. These restrictions are necessary to maintain good order and discipline and to protect the integrity of the chain of command and the welfare of Soldiers. See AR 600-20 and TRADOC Regulation 350-6, for more detailed policy on prohibited relationships and activities.

In general, Soldiers of different grades in the Army must be cognizant that their interactions do not create an actual or clearly predictable perception of undue familiarity between an officer and an enlisted Soldier, or between an NCO and a junior enlisted Soldier. Army regulations prohibit any relationship between officers and enlisted Soldiers and

NCOs and junior enlisted Soldiers which results in the following effects:

- Compromise, or appear to compromise, the integrity of supervisory authority or the chain of command.
- Cause actual or perceived partiality or unfairness.
- Involve, or appear to involve, the improper use of rank or position for personal gain.
- Are, or are perceived to be, exploitative in nature.
- Cause an actual or clearly predictable adverse impact on discipline, authority, morale, or the command's ability to accomplish its mission.

Certain types of relationships between officers and enlisted Soldiers or between NCOs and junior enlisted Soldiers are automatically prohibited. These types of relationships include dating, shared living accommodations (other than due to operational necessity), engagement in intimate or sexual relationships, ongoing business relationships and gambling.

Army policy imposes additional restrictions on inappropriate relations between recruiters and prospects, applicants, and/or recruits and between permanent party personnel (including BCT/OSUT/AIT training cadre, regardless of rank or position) and BCT/OSUT/AIT Soldiers/trainees.

The following relationships and activities are prohibited between permanent party personnel training cadre and trainees:

- Developing, attempting to develop, or conducting a personal, intimate, or sexual relationship. These

relationships include, but are not limited to, dating, handholding, kissing, embracing, caressing, and engaging in sexual activities. Prohibited personal, intimate, or sexual relationships include those relationships conducted in person; through a third person; or via cards, letters, emails, telephone calls, instant messaging, video, photographs, social media, social networking, and any other means of communication.

- Using rank or position, threats, pressure, or promise of return of favors or favorable treatment to gain sexual favors or make any sexual advances or seek or accept any sexual advances or favors.
- Entering a private dwelling or privately owned vehicle. Exceptions are permitted for official business when the safety or welfare of the trainee is at risk but must be immediately reported to the chain of command.
- Providing/accepting alcohol or consuming alcohol together. This prohibition does not apply to the practice of participation in religious services, rites, or rituals.
- Attending social gatherings, clubs, bars, theaters, or similar establishments on a personal social basis.
- Gambling or lending money to, borrowing money from, or otherwise become indebted.
- Soliciting or accepting donations.
- Hiring or employing a trainee, in an unofficial or personal capacity, for any reason.

- Offering or accepting personal goods, in an unofficial or personal capacity, for storage for any reason.
- Participating in closed-door discussions. Doors will remain open during meetings except when another person at least 18 years of age or older is present; it is necessary to protect personally identifiable, sensitive, or confidential information (these closed-door sessions will be short in duration); or the design of the office is such that the door opens to a public area where the office is left unprotected from the elements or allows unwanted public interaction. In these cases, the door is left unlocked and clearly marked that it is open for business and visitors are welcome.

These prohibitions apply from the first contact between a recruit and recruiter through entry-level training and for 6 months after the trainee completes entry-level training. This list of inappropriate behavior is not all-inclusive.

Finally, TRADOC policy imposes additional restrictions on relations between trainees to maintain good order and discipline necessary to accomplish training requirements, which include, but is not limited to the following:

- Intimate and sexual relationships including dating, handholding, embracing, caressing, kissing, touching, massaging, or fondling of a sexual nature, engaging in sexual intercourse, or sodomy.
- Use of sexually explicit, suggestive, or obscene language or gestures directed towards, or with respect to another Soldier in BCT, OSUT or AIT.

- Entry into the living quarters, latrines, or other areas designated for the exclusive use of Soldiers of the opposite sex, unless required by training mission or official duties, or for health or safety emergencies.

However, language or socializing of a non-sexual, non-harassing nature between IET Soldiers is not prohibited if the interaction is based on the esprit de corps and enthusiasm generated by the IET mission and the professional development associated with IET.

Fraternization

The Army's fraternization policy prohibits unprofessional relationships between officer and enlisted personnel regardless of their service. Leaders and subordinates of any kind and NCOs and junior Soldiers. This policy applies to all personnel, regardless of sex.

Violations of Army's fraternization and improper relationships policy may be punished under Article 92 and/or Article 134 of the UCMJ, as a violation of a lawful general regulation or prejudicial to good order and discipline.

Categories of personal relationships may include:

- Dating
- Shared living accommodations
- Engaging in intimate or sexual relations
- Business enterprises
- Commercial solicitations
- Gambling or borrowing
- Writing personal letters

- Text messages
- Emails (Unrelated to the training mission)
- Personal telephone conversations (unrelated to the training mission)
- Friending through social media sites

Improper relationships

There are two major categories of illegal associations: relationships between permanent party members and BCT/OSUT/AIT Soldiers (Cadre-Trainee) and relationships between BCT/OSUT/AIT Soldiers (Trainee-Trainee). ★

Any relationship between permanent party personnel (command team, drill sergeants, and Civilians) and Trainee Soldiers not required by the training mission is prohibited.

There are no consensual relationships between cadre/permanent party - Trainee or between Trainee-Trainee during BCT/OSUT/AIT.

DD Form 2982. Trainers will sign DD Form 2982, (Recruiter/Trainer Prohibited Activities Acknowledgment), a form with explicit and strict command guidance that acknowledges the trainer's understanding and responsibilities regarding the policies prohibiting inappropriate behaviors and relations outlined in DOD instructions. This form will be retained in the trainer's record while they are assigned to the training duty and will be revalidated annually.

DD Form 2983. After receiving the training on the policies stated in the DOD instructions all Soldiers/Trainees will sign DD Form 2983 (Recruit/Trainee Prohibited Activities Acknowledgment), acknowledging their understanding and responsibilities. This form is retained in the Soldier's file until they detach from the training command or school to which they are assigned or attached.

9-4. SHARP

A Soldier in the U.S. Army *stands strong* - a member of a band of brothers and sisters bound together by common moral purpose to accomplish the mission; timeless values and sharing a sense of trust with and duty and loyalty to their fellow Soldiers that is unlike any other in the world.

Their willingness to sacrifice for each other, to never leave a fallen comrade, is what makes a Soldier strong - on the battlefield, and off.

When sexual harassment or sexual assault occurs, it is not only a direct violation of our Army Values and Warrior Ethos, but also an assault on what it means to serve in the Profession of Arms and the Army way of life - a life in which it is our duty to protect and take care of each other no matter the time, place, or circumstance. As a band of brothers and sisters, we have a personal and professional duty to intervene and prevent sexual harassment and sexual assault.

As Soldiers, our Army Values demand that we act to stop these behaviors. There are no passive bystanders. Passive bystanders who do not assist, do not report, and do not try to help their fellow Soldiers as they see sexual harassment

or sexual assaults occur are part of the problem. We must protect our team members. When we see or sense the risk of sexual harassment or sexual assault, we have a duty to intervene and protect our fellow Soldiers. 1-Notice the Event; 2-Interpret the event as a problem; 3-Accept personal responsibility to do something; 4-Decide how to intervene using the 3Ds (Direct, Distract or Delegate); and 5-Take action.

INTERVENE When I recognize a threat to my fellow Soldiers, I will have the personal courage to **INTERVENE** and prevent sexual assault. I will condemn acts of sexual harassment. I will not abide obscene gestures, language, or behavior. I am a Warrior and a member of a team. I will **INTERVENE**.

ACT You are my brother, my sister, my fellow Soldier. It is my duty to stand up for you, no matter the time or place. I will take **ACTION**. I will do what's right. I will prevent sexual harassment and sexual assault. I will not tolerate sexually offensive behavior. I will **ACT**.

MOTIVATE We are American Soldiers, **MOTIVATED** to keep our fellow Soldiers safe. It is our mission to prevent sexual harassment and sexual assault. We will denounce sexual misconduct. As Soldiers, we are all **MOTIVATED** to take action. We are strongest...together.

Zero tolerance policy

The Army does not tolerate or condone sexual harassment, sexual assault, or associated retaliatory behaviors. These behaviors are incompatible with the Army's high standards of professionalism, discipline, and the Army Ethic, including Army Values.

Commanders are responsible for the success of the SHARP Program, including prevention, annual training activities, compliance with required response actions when acts of sexual harassment or sexual assault are reported, and victim support.

Both male and female Soldiers can be victims or offenders.

Categories of rape, sexual assault, aggravated sexual contact, and abusive sexual contact include physical and indirect force, sexual harassment, indecent viewing, visual recordings/broadcasting, date/acquaintance rape, and marital rape.

Your responsibility as a Soldier is to treat your fellow Soldiers the same as you would treat your buddy, or how you would prefer to be treated. This means if you see a Soldier in danger or trouble, you must take action.

At the Reception Battalion and during the initial phase of BCT and OSUT, Army leaders will provide you with information designed to inform and protect you from becoming a victim of sexual harassment and assault; and if you do become a victim, empower you with tools and resources by providing you with options for reporting the incident and getting help.

Sexual Harassment: Sexual harassment is defined as:

Conduct that involves unwelcome sexual advances, requests for sexual favors, and deliberate or repeated offensive comments or gestures of a sexual nature when:

Submission to such conduct is either explicitly or implicitly a term or condition of a person's job, pay or career; or

Submission to or rejection of such conduct by a person is used as a basis for career or employment decisions affecting that person; or

Such conduct has the purpose or effect of unreasonably interfering with an individual's work performance or creates an intimidating, hostile, or offensive working environment; and

Is so severe or pervasive that a reasonable person would perceive, and the victim does perceive, the environment as hostile or offensive.

Any use or condonation, by any person in a supervisory or command position, of any form of sexual behavior to control, influence or affect the career, pay, or job of a member of the Armed Forces or a DA Civilian employee.

Any deliberate or repeated unwelcome verbal comment or gesture of a sexual nature by any member of the Armed Forces or DA Civilian employee.

Examples of the different categories of Sexual Harassment and what they may include:

Verbal:

- Offensive comments or gestures of a sexual nature, making sexual jokes, gestures, remarks, or innuendos.

- Describing certain attributes of one's physical appearance in a sexual manner. Verbal sexual harassment may also include using terms of endearment such as "honey," "babe," "sweetheart," "dear," "stud," or "hunk" in referring to Soldiers,
- Profanity, threats, sexually oriented cadences, or sexual comments; whistling in a sexually suggestive manner.
- Spreading sexual rumors about an individual.
- Persistent, unwanted requests for social (dates) or sexual activity.
- Participating in sexually charged conversations.

Nonverbal:

- Making and/or posting inappropriate sexual remarks to, or photos of, an Individual via social media sites, text message, or email.
- Offensive printed material (for example, displaying sexually oriented pictures or cartoons) in the workplace.
- Cornering or blocking a passageway; inappropriately or excessively staring at someone; blowing kisses; winking; or licking one's lips in a suggestive manner.
- Conduct of a sexual nature intended to embarrass, intimidate, demean, or degrade.

Note: "Workplace" is an expansive term for Soldiers and may include conduct on or off duty, 24 hours a day, on or off post.

Physical contact: Unwanted or inappropriate touching, patting, pinching, bumping, grabbing, kissing, or providing unsolicited back or neck rubs.

Note: There is significant overlap between physical contact which constitutes sexual assault and physical contact which constitutes sexual harassment.

The right response:

To determine if conduct falls under the category of sexual harassment, consider the following questions:

- Is the behavior sexual in nature?
- Is the behavior unwelcomed?
- Does the behavior create a hostile or offensive work environment?
- Have sexual favors been demanded, requested, or suggested (especially as a condition of employment or career and job success)?

Your options:

- Anonymous: Encourages reporting and keeps anonymity
- Informal: File complaints with a full-time brigade SARC.
- Formal complaint: File complaints with Commander or SARCs (Soldiers) or Equal Employment Opportunity Office (DA/DoD Civilians). Filed, in writing, using DA Form 7746 and the Commander is notified.

- You can always speak to a Chaplain and ask for help.

Sexual assault Intentional sexual contact, characterized by use of force, threats, intimidation, or abuse of authority or when the victim does not or cannot consent. The term includes a broad range of sexual offenses including the following specific UCMJ offenses: rape, sexual assault, aggravated sexual contact, abusive sexual contact, forcible sodomy (forced oral or anal sex), and attempts to commit these acts.

Sexual assault is a crime!

Examples of Sexual Assault may include:

- Rape and nonconsensual sodomy.
- Performing sexual acts or sexual contact with an individual who cannot give consent because they are sleeping/passed out or too impaired to consent due to alcohol or drugs and the condition is known or reasonably should have been known by the alleged offender. Using physical threats or force to engage in sexual contact with an individual.
- Performing sexual acts or sexual contact with an individual who has expressed lack of consent through words (like “no” or “stop”) or through conduct.
- Sexual contact without permission, which can include fondling and hazing incidents.

The damage resulting from sexual assault extends far beyond the victim, weakening the very health and morale of

our Soldiers, breaking the bond of trust within our team, shattering the confidence Soldiers have in one another, and undermining unit readiness. Sexual assault can be prevented.

What to do if you have been sexually assaulted

If you are sexually assaulted or think you were, go to a safe location away from the perpetrator.

If you want to talk with someone or want assistance, you may contact a Chaplain, healthcare personnel, SAPR VA, or SARC. Make sure you understand the difference between a restricted and unrestricted report so that those you reach out to will understand your needs and can best assist you.

Restricted (confidential) report: Sexual assault victims who want to confidentially disclose a sexual assault without triggering an official investigation AND receive medical treatment, advocacy services, legal assistance, and counseling. Victims may later change their report to an unrestricted report.

Restricted reports can only be accepted by a **SARC, SAPR VA, or a healthcare provider.**

Chaplains may not disclose privileged communication revealed in the practice of their ministry without the individual's informed consent. The chaplain will report incidents of sexual assault to the SARC only with the victim's consent.

While special victims' counsels, victims' legal counsels, and chaplains have confidentiality/privilege and can have private and confidential communications with victims, they **CANNOT** assist a victim with filing an official Restricted

Report. Official reporting can only be done by signing a DD Form 2910 with a SARC or SAPR VA.

Unrestricted report: This option triggers an investigation and command notification, while also providing access to medical treatment, counseling, advocacy services, legal assistance, SARC/SHARP and VA assistance.

Official investigation of the crime.

When selecting unrestricted reporting, you may report the incident to the SARC/SHARP or VA, request healthcare providers to notify law enforcement, contact law enforcement yourself, or use current reporting channels; for instance, your chain of command.

You can also call the DOD Safe helpline at (877) 995-5247 or your local installation helpline for further assistance.

9-5. The Army Ethic:

The Army Ethic, the heart of the Army

The Army Ethic includes the moral principles that guide our decisions and actions as we fulfill our purpose to support and defend the Constitution and our way of life. Living the Army Ethic is the basis for our mutual trust with each other and the American people. Today our ethic is expressed in laws, values, and shared beliefs within American and Army cultures. The Army Ethic motivates our commitment as Soldiers and Army Civilians who are bound together to accomplish the Army mission as expressed in our historic and prophetic motto: *This We'll Defend*.

Living the Army Ethic inspires our shared identity as trusted Army professionals with distinctive roles as *honorable*

servants, Army experts, and stewards of the profession. To honor these obligations we adopt, live by, and uphold the moral principles of the Army Ethic.

Beginning with our solemn oath of service as defenders of the Nation, we voluntarily incur the extraordinary moral obligation to be trusted Army professionals.

Trusted Army professionals are Honorable Servants of the Nation—Professionals of Character:

We serve honorably—according to the Army Ethic— under civilian authority while obeying the laws of the Nation and all legal orders; further, we reject and report illegal, unethical, or immoral orders or actions.

We take pride in honorably serving the Nation with integrity, demonstrating character in all aspects of our lives.

In war and peace, we recognize the intrinsic dignity and worth of all people, treating them with respect.

We lead by example and demonstrate courage by doing what is right despite risk, uncertainty, and fear; we candidly express our professional judgment to subordinates, peers, and superiors.

Army experts—Competent professionals:

We do our duty, leading and following with discipline, striving for excellence, putting the needs of others above our own, and accomplishing the mission as a team.

We accomplish the mission and understand it may demand courageously risking our lives and justly taking the lives of others.

We continuously advance the expertise of our chosen profession through life-long learning, professional development, and our certifications.

Stewards of the Army Profession—Committed professionals:

We embrace and uphold the Army Values and standards of the profession, always accountable to each other and the American people for our decisions and actions.

We wisely use the resources entrusted to us, ensuring our Army is well led and well prepared, while caring for Soldiers, Army Civilians, and Families.

We continuously strengthen the essential characteristics of the Army Profession, reinforcing our bond of trust with each other and the American people.

9-6. Standards and principles of ethical conduct

You are now part of an Army culture of trust. The Army Profession sets high standards of conduct and expectations for Soldiers to live up to not only laws and regulations, but also the moral principles of the Army. As a Soldier, you are also a member of the Executive Branch of the U.S. government. Your actions must uphold the letter and the spirit of US laws and regulations governing ethical conduct. The President has issued Executive Order 12731, known as the “14 General Principles of Ethical Conduct.” These principles summarize the ethics, laws, and regulations all Soldiers must follow:

1. Public service is a public trust, requiring Soldiers to place loyalty to the Constitution, the laws, and the ethical principles above any private gain.

2. Soldiers will not hold financial interests that conflict with the conscientious performance of their duty.

3. Soldiers will not engage in financial transactions using Government information that isn't available to the general public or allow the improper use of such information to further any private interest.

4. All Soldiers will not, except as permitted by the Standards of Ethical Conduct, solicit, or accept any gift or other item of monetary value from any person or entity seeking official action from, doing business with, or conducting activities regulated by the Army, or whose interests may be substantially affected by the performance or nonperformance of the Soldier's duties.

5. Soldiers will always put forth honest effort in the performance of their duties.

6. Soldiers will not knowingly make unauthorized commitments or promises of any kind appearing to bind the Government.

7. Soldiers will not use their public office for private gain.

8. Soldiers will act impartially and not give preferential treatment to any private organization or individual.

9. Soldiers will protect and conserve Federal property and will only use it for authorized activities.

10. Soldiers will not engage in outside employment or activities, including seeking or negotiating for employment, that conflict with official Government duties and responsibilities.

11. Soldiers will disclose waste, fraud, abuse, and corruption to appropriate authorities.

12. Soldiers will satisfy in good faith their obligations as citizens, including all financial obligations, especially those -- such as Federal, State, or local taxes -- that are imposed by law.

13. Soldiers will adhere to all laws and regulations that provide equal opportunity for all Americans regardless of race, color, religion, sex, national origin, age, or handicap.

14. Soldiers will avoid any actions creating the appearance that they are violating the law, or the ethical standards set forth in the Standards of Ethical Conduct.

If you are ever confused as to what these requirements of ethical conduct mean, there are online and local resources to help make the right ethical decisions. One way to do that is to go to the Office of Army's General Counsel (Ethics & Fiscal) website at

https://ogc.altess.army.mil/EandF/Documentation/ethics_material.aspx. Your base legal office has an ethics counselor for advice, or TRADOC Ethics Counselor at (757) 501-5757/5659.

Chapter 10 – Reference Material

10-1. The National Anthem

★ Written by Francis Scott Key in 1814, the Star Spangled Banner was played at military occasions ordered by

President Woodrow Wilson in 1916, and in 1931 was designated as our national anthem by an Act of Congress.

The Star-Spangled Banner is the timeless rendition of our sacred American Flag and country's patriotic spirit.

The Star-Spangled Banner ★

Oh, say, can you see, by the dawn's early light,

What so proudly we hailed at the twilight's last gleaming?

Whose broad stripes and bright stars, thro' the perilous fight'

O'er the ramparts we watched were so gallantly streaming.

And the rockets' red glare, the bombs bursting in air, gave proof through the night that our flag was still there. Oh, say, does that Star-Spangled Banner yet wave

O'er the land of the free and the home of the brave?

10-2. The Army Song

★ The Army Song tells the heroic story of our past, present, and future. It was originally written by First Lieutenant Edmund L. Gruber, a Field Artillery officer, in 1908 and it was adopted in 1952 as the official song of our Army. As a time-honored tradition, the song is played at the conclusion of every U.S. Army ceremony in which all Soldiers are expected to stand and proudly sing the lyrics.

Army Song ★

March along, sing our song, with the Army of the free.

Count the brave, count the true, who have fought to victory.

We're the Army and proud of our name! We're the Army and proudly proclaim.

First to fight for the right, And to build the Nation's might, And The Army Goes Rolling Along.

Proud of all we have done, Fighting till the battle's won, And the Army Goes Rolling Along.

Then it's Hi! Hi! Hey! The Army's on its way. Count off the cadence loud and strong.

For where e'er we go, you will always know, That The Army Goes Rolling Along.

10-3. The Code of Conduct

The Code of Conduct is our guide for how all Soldiers, Sailors, Airmen, Marines, and Coast Guard ★ must conduct themselves if captured by the enemy. The Code of Conduct, in six brief articles addresses the intense situations and decisions that to some degree, all military services members could encounter. It contains the critical information for U.S. prisoners of war to survive honorably while faithfully resisting the enemy's efforts of exploitation.

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

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

c. If I am captured, I will continue to resist by all means available. I will make every effort to escape and aid others to escape. I will accept neither parole nor special favors from the enemy.

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

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

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

Operations security (OPSEC):

OPSEC, is a mindset that all of us must use to protect our mission, personnel, and resources. It denies the adversary

CRITICAL and SENSITIVE information about you, your organization, and missions that if observed by your adversary, can be used against us. You might ask: “If it’s critical, wouldn’t it be classified or something?” OPSEC protects sensitive and/or critical information from adversary observation and collection in ways that traditional security programs cannot. While these programs, such as Information Assurance (IA), protect classified information, they cannot prevent all indicators of critical information, especially unclassified indicators, from being revealed. In concise terms, the OPSEC process identifies the critical information of military plans, operations, and supporting activities, and the indicators that can reveal it, and develops measures to eliminate, reduce, or conceal those indicators.

So, what is my critical information you may ask? First, check with your leadership, to learn what information your commander has deemed critical. It will be in your commander’s Critical Information List, or CIL. It contains information items that are vital to the unit’s mission that if an adversary obtains it, correctly analyzes it, and acts upon it; could prevent or seriously degrade our mission success.

What else is critical? A simple acronym to use is CALI (Capabilities, Activities, Limitations, and Intentions). It also includes items marked as Controlled Unclassified Information (CUI), Personally Identifiable Information, and sensitive medical information. It may also include credit card numbers, security codes, passwords, home security, financial history, and vacation plans. Always ask yourself, “What would an adversary or bad guy do with the information?”

Who are the adversaries?

Insiders. Those with misguided or divided loyalties, careless or disgruntled employees.

Foreign Intelligence services (spies), or allied nations that collect to gain advantages over the US.

Terrorists, criminals, hackers, scam artists, identity thieves, and the list goes on.

How do they get my information?

Social Engineering. Phone calls, emails (phishing), requests for information about you or your organization. Is that really your bank or another unit asking for your information?

Surveillance. What is in your trash/recycle bins, public web pages (.mil and unit social media sites), in your work area, or in your unencrypted emails? What discussions are you having in public?

Phishing. Socially engineered email might contain infected attachments and/or hyperlinks that lead to web sites hosting malware.

Personal Mobile Devices. Hackers are rapidly developing malicious applications and programs for new technologies. Very little security is built-in or readily available on these devices.

Social Media. What are you, your family, and fellow employees posting, texting, or placing on social media? Can it be used to social engineer or extort you? Can

terrorists or criminals target you? Will it cause you or your unit harm or embarrassment?

How do I protect our critical information?

Encrypt your emails.

DO NOT discard CUI or other critical information in **trash or recycle bins**.

Always think that your adversary will see all your web postings and **social media** comments.

Ask yourself, “what could the wrong person do with this information?” and “could it compromise the safety of me, my family or my unit?”

Talk to your family and friends about OPSEC. They need to know what is critical and how to protect it from unscrupulous characters and adversaries. They are proud of you and want to talk and post information about you, however, they need to know the risks.

We all need to do our part to protect our fellow Soldiers.

Our adversaries are always on the lookout for us to show our capabilities, activities, limitations, and intentions (CALI).

Do your part to keep our Army strong, and practice good OPSEC!

10-4. Army Organizations

Active Army and Reserve Component

The U.S. Army consists of the Active Army, the Army National Guard (ARNG) and the United States Army Reserve (USAR).

Army unit organizations

The squad/section is the smallest unit, consisting of eight to ten Soldiers. You will be assigned to a squad or a section when you report to your first unit.

The platoon includes the Platoon leader, Platoon Sergeant, and two or more squads assigned (normally 4 squads).

The company includes the company commander, first sergeant, and two or more platoons (normally 3 to 4 squads per platoon).

The battalion includes the battalion commander, his or her staff and headquarters, the command sergeant major, and approximately 3-5 companies.

The brigade consists of two to five battalions. It includes the brigade commander, command sergeant major, and a headquarters/staff.

Chapter 11 – First Duty Station

11-1. Where Will I Serve?

Our Army has Soldiers and units in every State, Commonwealth and Possession across the United States. If you are in the active component, you may find yourself stationed in Alaska, Hawaii, Japan, Germany, Korea, Italy, and Turkey. Our presence is needed around the world to defend citizens, preserve liberties, and fight for freedom.

If your new unit has been designated to deploy to perform regional missions, the unit will prepare you for that deployment.

11-2. How can I prepare?

The training you are receiving now is preparing you for the challenges you will meet in your first unit, as you join a new team, and establish a new group of “battle buddies.”

Your first assignment will be even more challenging and even more rewarding than your BCT/OSUT/AIT experience, but only if you prepare yourself mentally for the journey. Have confidence and trust in your unit leaders that they will provide you with the knowledge, training, and physical preparation for that next gate in your professional development.

11-3. Promotions

Progressing through the enlisted Army ranks is a major accomplishment. In the performance of your military duties, opportunities for education and self-development are available. This provides you with enhanced skills and allows your leaders to assess your leadership potential. Opportunities for advancement are available for you if you are committed to pursuing these opportunities.

There are two ways to get promoted to Specialist:

One is automatic if you have no punitive actions with the following time in grade (TIG: the amount of time you served continuously in the grade) and time in service (TIS: the amount of time you have served in the Army):

Table 11-1. Promotion time in service/grade

Promotion	Time in Service	Time in Grade
PVT - PV2	6 months	N/A
PV2 - PFC	12 months	4 months
PFC - SPC	24 months	6 months

The other is to receive a waiver from the Commander. The numbers available are few and depend on the Army's need for that specific rank. A waiver is used to wave either TIS or TIG, but not both. The commander will pick the best Soldier(s) per rank to receive the waivers allocated each month. With a waiver, minimum promotion requirements are:

Table 11-2. With waiver promotion time in service/grade

Promotion	Time in Service	Time in Grade
PVT - PV2	4 months	N/A
PV2 - PFC	6 months	2 months
PFC - SPC	18 months	3 months

To get promoted to sergeant, specialists must meet the minimum TIS and TIG for eligibility, appear before a unit

promotion board (battalion or higher), and be selected for promotion.

Table 11-3. Specialist promotion time in service/grade

Promotion SPC - SGT	Time in Service	Time in Grade
Primary Zone	35 months	11 months
Secondary Zone	17 months	5 months

Once the board selects you for promotion, your promotion points are calculated. The Army assesses the number of sergeants needed in each MOS. If the points drop below your number, you will be selected for promotion. The number varies from month to month.

Promotions points are earned through merits (awards and certificates), schooling (both military and civilian education), and Soldier proficiency scores (ACFT and weapons qualification).

To excel as an Army Professional, every Soldier should set goals. Determine what you want from this opportunity to serve and continue the journey that you embarked.

Depending on the MOS and length of your contract, it is possible to make specialist or sergeant during your first enlistment. Whether you leave the Army at the conclusion of your enlistment or continue serving, your accomplishments

will define who you are and inspire you to excel in and out of the military.

Examples of goal setting during your first enlistment:

- Become proficient on every weapon system within your platoon.
- Become licensed to drive every vehicle within your company.
- Strive to obtain high individual scores on weapons and physical training.
- Volunteer to attend resident military schools and courses when they become available in your MOS.
- Work on your civilian education with a goal to receive an associate or higher degree before the end of your enlistment.
- Represent your unit and compete for Soldier of the month selection.

You can learn more about promotions through your NCO support channel. You can track your career path through the online Army Career Tracker (ACT).

11-4. Total Army Sponsorship Program and Army Career Tracker

The Total Army Sponsorship Program (TASP) is available within the ACT website, <https://actnow.army.mil/>, where EAMS-A Username and Password, Multi-Factor Authentication (MFA), or Common Access Card (CAC) is required to access ACT (Username and Password or MFA

enables access to ACT utilizing your mobile device). If this is your first-time logging into ACT and you haven't selected a 1ST line Leader, you'll be prompted to select a leader now or select continue and explore ACT. Select Continue and Explore ACT (unless you know your first line supervisor). Click the "Sponsorship" tab from the left navigation menu to complete DA Form 5434 (Sponsorship Program Counseling and Information Sheet). Click on the link labeled "DA Form 5434 (Early Access)", then click create new form on the right side. (If you are already on assignment, you will see DA Form 5434 only on the left navigation menu).

It is your responsibility to complete sections 1, 2, 4, and 5 of DA Form 5434. In Section 1, make sure that your information is correct, and then confirm that you have been counseled on the Total Army Sponsorship Program and certify that all the information is correct by clicking the two checkboxes. In Section 2, fill out your personal contact information and family details. Note: if you haven't been placed on assignment, section 2a will be blank. In Section 4, complete the information about your losing unit. In Section 5, fill out any additional family considerations that must be considered during your transition to a new unit. When you are done, click SAVE.

You will be linked to a Sponsor through ACT and will receive a welcome message from him or her. You will receive information about your Sponsor as well as a prompt to begin completing DA Form 5434 (not applicable if already completed through Early Access). Your Sponsor receives a Message that the form has been created or every time you update it. To view the completed DA Form 5434, navigate to the Sponsorship tab on the left navigation menu, and select

DA Form 5434. You will receive a notification in your Messages icon if your Sponsor has changed or was removed for any reason.

Additionally, all permanent change of stationing Soldiers are required to complete both in-processing and out-processing surveys for their gaining and losing units, respectively. Underneath the “Sponsorship” tab, choose SURVEYS from the secondary navigation drop down. Select SPONSORSHIP OUT-PROCESSING SURVEY from the options on the SURVEYS page. Complete all the questions on the page and click SUBMIT when you are finished. This changes the status of your survey to “Complete.”

After you transfer to your new duty station, repeat the above steps to access the SPONSORSHIP IN-PROCESSING SURVEY. Fill out the questions on the form, click SUBMIT when you are finished.

Army Career Tracker: ACT is a leadership development tool that integrates training and education into one personalized, easy-to-use portal. Users can search multiple education and training resources, monitor their career development, and receive personalized advice from their leadership. Soldiers are encouraged to access ACT at least monthly to communicate with their leaders, supervisors, and mentors about career development goals; obtain the latest news, information tailored to their career program and individual needs. Users are also expected to use ACT to create and track their personal and professional career development goals. The system allows supervisors and mentors to monitor their employees' goals and provide them developmental recommendations, notifications, and career

advice. Supervisors will be able to view records for both their Civilian and military employees.

11-5. Soldier for Life Program

The U.S. Army established the Soldier for Life initiative in 1997 and increased its focus in July 2012. The intent was to inspire Soldiers to identify as Soldiers for Life, always remain proud of their service to the Nation, and conduct themselves as honorable men and women throughout their lives not only as Soldiers but as Civilians. When Soldiers return to society as private citizens, they remain moral-ethical exemplars for their Families and communities. Every veteran of honorable service and Army retiree is a Soldier for Life and continues to contribute to the well-being of the United States of America. In 2012, the Army Transition Assistance Program was renamed the Soldier for Life Program and redesigned to enhance employment preparation and opportunities for Soldiers leaving the Army after honorable service. Along with the Army Career and Alumni Program (ACAP), the enhanced Soldier for Life program was established to maintain trust with our Army Family during and after service. This program is designed to enable Soldiers, Retired Soldiers, Veterans, and Families to leave military service “Career Ready”, and connect to an established network to find employment, education, and health resources. It focuses on the current serving population to instill the Soldier for Life mindset of service.

The Soldier for Life - Transition Assistance Program promotes lifelong learning, individual development, and transition-related requirements throughout a Soldier's military Career. This program combines employment and

education workshops and seminars tailored to prepare and connect transitioning Soldiers to meaningful civilian employment and education opportunities.

Soldier for Life Centers are located on installations, posts, camps, and stations where Soldiers and Families can find resources to assist them in making educated decisions and sound plans during all phases of their military lives: in-service, and post transition.

The Soldier's for Life goal is to "Start Strong, Serve Strong, and Continue Strong."

Once a Soldier, Always a Soldier...*a Soldier for Life!*

This page left intentionally blank.

Appendix A - References

Unless otherwise indicated, TRADOC publications and forms are available on the TRADOC Administrative Publications website, <https://adminpubs.tradoc.army.mil/>. DA publications and forms are available on the Army Publishing Directorate website, <https://armypubs.army.mil/>. DOD issuances and forms are available on the Executive Services Division website, <https://www.esd.whs.mil/DD/>.

Section I Required Publications

This section contains no entries.

Section II Related Publications

ALARACT 068/2022

Fiscal Year 2023 Approved Clothing Bag List, Initial Clothing Allowance, Clothing Replacement Allowance, and Cash Allowance

Army Regulation 40-501
Standards of Medical Fitness

Army Regulation 600-4
Remission or Cancellation of Indebtedness

Army Regulation 600-8-22
Military Awards

Army Regulation 600-20
Army Command Policy

Army Regulation 600-25
Salutes, Honors, and Courtesy

Army Regulation 670-1
Wear and Appearance of Army Uniforms and Insignia

Army Techniques Publication 7-22.01
Holistic Health and Fitness Testing

Army Techniques Publication 7-22.02
Holistic Health and Fitness Drills and Exercises

DA Pamphlet 670-1
Guide to the Wear and Appearance of Army Uniforms and
Insignia

Field Manual 7-22
Holistic Health and Fitness

STP-21-1-SMCT
Soldier's Manual of Common Tasks Warrior Skills Level 1

Training Circular 3-21.5
Drill and Ceremonies

UCMJ (Appendix 2 of the Manual for Courts martial)
(Available on the Joint Service Component website,

<https://jsc.defense.gov/Military-Law/Current-Publications-and-Updates/>

Warfighter Nutrition Guide, May 2022. Human Performance Resources by CHAMP (Available at <https://www.hprc-online.org/nutrition/warfighter-nutrition-guide>)

Section III

Prescribed Forms

This section contains no entries.

Section IV

Referenced Forms

DA Form 2028
Recommended Changes to Publications and Blank Forms

DA Form 705-TEST
Army Combat Fitness Test Scorecard

DA Form 5434
Sponsorship Program Counseling and Information Sheet

DA Form 7279
Equal Opportunity and Harassment Complaint

DD Form 1380
Tactical Combat Casualty Care (TCCC) Card (*Available through normal publications supply channels.*)

DD Form 2982

Recruiter/Trainer Prohibited Activities Acknowledgment

DD Form 2983

Recruit/Trainee Prohibited Activities Acknowledgment

Section V

Websites

Army Career Tracker, <https://actnow.army.mil/>

Army Combat Fitness Test, <https://www.army.mil/acft/>

Army Credentialing Opportunities On- Line,
<https://www.cool.osd.mil/army/index.html>

Army Emergency Relief,
<https://www.armyemergencyrelief.org/>

Army Family and New Spouse Orientation video,
<https://www.military.com/spouse/military-life/checklist-for-new-military-spouses.html>

Army University (Credentialing),
<https://armyuniversity.edu/ACCESS/ca.>

Department of Veterans Affairs (Servicemember's Life Insurance),
<https://www.benefits.va.gov/insurance/index.asp>

DOD Military Compensation (Blended Retirement System),
<https://militarypay.defense.gov/BlendedRetirement/>.

Military OneSource, <https://www.militaryonesource.mil/>

My Army Benefits, <https://myarmybenefits.us.army.mil/>

MyPay, <https://mypay.dfas.mil/>

Office of Army's General Counsel (Ethics & Fiscal),
<https://ogc.altess.army.mil/EandF/Documentation/ethicsmaterial.aspx>.

Operation Supplement Safety, <https://www.opss.org/>

Red Cross, <https://www.redcross.org/>

Thrift Savings Plan, <https://www.tsp.gov/>

TRICARE, <https://www.tricare.mil/>

TRICARE Dental Program,
<https://www.tricare.mil/Plans/DentalPlans>

U.S. Army Soldier For Life,
<https://www.soldierforlife.army.mil/>

USA JOBS, <https://armycivilianservice.usajobs.gov/>

USMAP: <https://usmap.osd.mil/armyMOS.htm>

Appendix B – Army Resources

B-1. Leave and Earnings Statement

See figure B-1, for a sample leave and earning statement.

OFFENSE FINANCE AND ACCOUNTING SERVICE MILITARY LEAVE AND EARNING STATEMENT																																																																																																																																																																																			
ID	NAME (LAST, FIRST MI)		SOC. SEC. NO.		GRADE	PAY DATE		VRS SERV		ETS	BRANCH	ADSN/DSSH		PERIOD COVERED																																																																																																																																																																					
	DCC, USMA A		123-45-6789		E-4	3400/21		2		25/07/24	Army			3-30 APR 19																																																																																																																																																																					
ENTITLEMENTS										ALLIOTMENTS		SUMMARY																																																																																																																																																																							
Type	Amount		Type	Amount		Type	Amount				Amount																																																																																																																																																																								
A	Base Pay		\$ 1,534.20		Federal Taxes	\$ 100.37		CFC Allot	\$ 3.00		TOT ENT		\$ 1,821.88																																																																																																																																																																						
B	BAS		\$ 270.88		FICA-SOC Security	\$ 95.12		BOND #1	\$ 200.00		TOT DED		1084.05																																																																																																																																																																						
C	DAH		\$ 7.80		FICA-MEDICARE	\$ 22.25						TOT ALMT		203																																																																																																																																																																					
D					SSG \$600.00	\$ 20.00						RET AMT		584.85																																																																																																																																																																					
E					STATE Taxes	\$ 48.37						CR PWD		0																																																																																																																																																																					
F					AFRH	\$ 0.50						EOM Pay		584.85																																																																																																																																																																					
G					MID-MONTH-PAY	\$ 584.82																																																																																																																																																																													
H					TSP	\$ 153.42																																																																																																																																																																													
I																																																																																																																																																																																			
J																																																																																																																																																																																			
K																																																																																																																																																																																			
L																																																																																																																																																																																			
M																																																																																																																																																																																			
N																																																																																																																																																																																			
O																																																																																																																																																																																			
TOTAL			\$ 1,821.88		\$ 1,316.05				\$ 203.00				CHGNS		RET PLAN CHOICE																																																																																																																																																																				
<table border="1"> <thead> <tr> <th colspan="2">LEAVE</th> <th>BF BAL</th> <th>CRND</th> <th>USED</th> <th>CR BAL</th> <th>ETS BAL</th> <th>LV USED</th> <th>USE/LOSE</th> <th>FED TAXES</th> <th>WAGE PERIOD</th> <th>WAGE YTD</th> <th>M/S</th> <th>CK</th> <th>ADDTAX</th> <th>TAX YTD</th> </tr> </thead> <tbody> <tr> <td colspan="2">17.5</td> <td>17.5</td> <td></td> <td></td> <td>\$0</td> <td>17.5</td> <td>0</td> <td></td> <td></td> <td>3880.76</td> <td>3880.76</td> <td>15/3.12</td> <td>1</td> <td>401.48</td> <td></td> </tr> <tr> <td colspan="2">PICA TAXES</td> <td>WAGE</td> <td>PERIOD</td> <td>SOC WAGE</td> <td>FED TAX</td> <td>YTD</td> <td>MID WAGE</td> <td>YTD</td> <td>MED TAX</td> <td>YTD</td> <td>STATE TAXES</td> <td>ST.</td> <td>WAGE</td> <td>PERIOD</td> <td>YTD</td> </tr> <tr> <td colspan="2">1554.2</td> <td></td> <td></td> <td>\$153.42</td> <td>\$17.88</td> <td></td> <td></td> <td>6136.8</td> <td>388</td> <td></td> <td></td> <td></td> <td>1554.2</td> <td>6136.8</td> <td>1554.2</td> </tr> <tr> <td colspan="2">PAY DATA</td> <td>BAG TYPE</td> <td>BAG DEF</td> <td>V-A ZIP</td> <td>RENT AMT</td> <td>SHARE</td> <td>STAT</td> <td>JFTR</td> <td>DEPNS</td> <td>10 JFTR</td> <td>BAG TYPE</td> <td>CHARITY YTD</td> <td>PTPC</td> <td>PACON</td> <td>TAX YTD</td> </tr> <tr> <td colspan="2">PARTIAL</td> <td></td> <td></td> <td></td> <td></td> <td></td> <td></td> <td></td> <td>0</td> <td></td> <td></td> <td>12</td> <td></td> <td></td> <td>194.28</td> </tr> <tr> <td colspan="2">THIRIFT SAVINGS PLAN (15%)</td> <td>BASE PAY RATE</td> <td>BASE PAY CURRENT</td> <td>SPEC PAY RATE</td> <td>SPEC PAY CURRENT</td> <td>INC PAY RATE</td> <td colspan="2">BONUS PAY RATE</td> <td colspan="2">BONUS PAY CURRENT</td> <td colspan="5"></td> </tr> <tr> <td colspan="2">10</td> <td>153.42</td> <td></td> <td></td> <td></td> <td></td> <td colspan="2"></td> <td colspan="2"></td> <td colspan="5"></td> </tr> <tr> <td colspan="2"></td> <td colspan="2">TSP YTD DEDUCTIONS</td> <td colspan="2">DEFERRED</td> <td colspan="2">EXEMPT</td> <td colspan="9"></td> </tr> <tr> <td colspan="2"></td> <td colspan="2">613.68</td> <td colspan="2">613.68</td> <td colspan="2">0</td> <td colspan="9"></td> </tr> </tbody> </table>																		LEAVE		BF BAL	CRND	USED	CR BAL	ETS BAL	LV USED	USE/LOSE	FED TAXES	WAGE PERIOD	WAGE YTD	M/S	CK	ADDTAX	TAX YTD	17.5		17.5			\$0	17.5	0			3880.76	3880.76	15/3.12	1	401.48		PICA TAXES		WAGE	PERIOD	SOC WAGE	FED TAX	YTD	MID WAGE	YTD	MED TAX	YTD	STATE TAXES	ST.	WAGE	PERIOD	YTD	1554.2				\$153.42	\$17.88			6136.8	388				1554.2	6136.8	1554.2	PAY DATA		BAG TYPE	BAG DEF	V-A ZIP	RENT AMT	SHARE	STAT	JFTR	DEPNS	10 JFTR	BAG TYPE	CHARITY YTD	PTPC	PACON	TAX YTD	PARTIAL									0			12			194.28	THIRIFT SAVINGS PLAN (15%)		BASE PAY RATE	BASE PAY CURRENT	SPEC PAY RATE	SPEC PAY CURRENT	INC PAY RATE	BONUS PAY RATE		BONUS PAY CURRENT							10		153.42																TSP YTD DEDUCTIONS		DEFERRED		EXEMPT													613.68		613.68		0										
LEAVE		BF BAL	CRND	USED	CR BAL	ETS BAL	LV USED	USE/LOSE	FED TAXES	WAGE PERIOD	WAGE YTD	M/S	CK	ADDTAX	TAX YTD																																																																																																																																																																				
17.5		17.5			\$0	17.5	0			3880.76	3880.76	15/3.12	1	401.48																																																																																																																																																																					
PICA TAXES		WAGE	PERIOD	SOC WAGE	FED TAX	YTD	MID WAGE	YTD	MED TAX	YTD	STATE TAXES	ST.	WAGE	PERIOD	YTD																																																																																																																																																																				
1554.2				\$153.42	\$17.88			6136.8	388				1554.2	6136.8	1554.2																																																																																																																																																																				
PAY DATA		BAG TYPE	BAG DEF	V-A ZIP	RENT AMT	SHARE	STAT	JFTR	DEPNS	10 JFTR	BAG TYPE	CHARITY YTD	PTPC	PACON	TAX YTD																																																																																																																																																																				
PARTIAL									0			12			194.28																																																																																																																																																																				
THIRIFT SAVINGS PLAN (15%)		BASE PAY RATE	BASE PAY CURRENT	SPEC PAY RATE	SPEC PAY CURRENT	INC PAY RATE	BONUS PAY RATE		BONUS PAY CURRENT																																																																																																																																																																										
10		153.42																																																																																																																																																																																	
		TSP YTD DEDUCTIONS		DEFERRED		EXEMPT																																																																																																																																																																													
		613.68		613.68		0																																																																																																																																																																													
REMARKS: YTD PRHILE: 2287.52 YTD CR DUCT: 4158																																																																																																																																																																																			

Figure B-1. Leave and earning statement

The leave and earning statement (LES) is the detailed pay statement issued at the end of each month. It shows your entitlements, deductions, allotments, and provides a summary of all pay transactions. It also shows your end-of-month pay and where your pay is being deposited. It is your duty to review the LES and ensure the information is correct. If you find an error, report it to your chain of command immediately.

1. Identification/Administration. The first section is the identification/administration section. It shows your name, social security number (SSN), pay grade, pay date, years of service, expiration term of service date, your branch of service, the code number of your servicing finance office, and the period covered by the leave and earning statement.

2. Entitlements. The second section is the entitlements section and lists all your pay and allowances. Some common entries in this section include:

- Base Pay: Soldiers base pay is taxable and is calculated according to pay grade and years of service.
- Allowances: Soldiers are entitled to non-taxable allowances in addition to monthly base pay.
- Basic Allowance for Subsistence (BAS). BAS is tax-free money the Army pays Soldiers who are not relying on Dining Facilities (DFACs) for all their meals (for example, married Soldiers).
- Basic Allowance for Housing (BAH) is tax-free money the Army pays Soldiers for housing.
- Clothing Allowance (CA). Active duty enlisted Soldiers are paid a tax-free Clothing Allowance to defray the cost of maintaining uniforms and replacing worn-out uniforms.

3. Deductions. There may be several deductions taken out of Soldier's pay, such as taxes and fines.

4. Allotments. There are various types of allotments and limits as to the number of allotments Soldiers may have at one time.

5. Summary. Provides the dollar totals of various sections and of your LES.

6. Leave. Shows a running balance and a history of your leave account.

7. Federal Tax Section. Federal taxes are figured on your pay.

8. Federal Insurance Contributions Act Section (FICA), taxes are figured on your taxable pay. FICA data is shown in the first five blocks.

9. State Tax. (Similar to Federal tax block)

10. Pay Data. The Defense Finance Accounting Services (DFAS) uses the "PAY DATA" section for information about entitlements that relate to your pay account.

11. Thrift Savings Plan (TSP). This section shows information pertaining to your Thrift Savings Plan. The TSP is a program available to you, which invests a portion of your pay into a variety of available funds for retirement.

12. Remarks. This section shows your entitlements and deductions so far this calendar year. Other than that, the "REMARKS" section explains entries in the other sections, as well as other useful information.

B-2. Managing personal finances

It is your duty as a Soldier to fulfill all your financial obligations and provide for your Family members. There are

several key components to achieve this task. Here are 5 ways to get started:

- Set financial goals. Whether it's to get out of debt or build wealth, start with a clearly defined goal.
- Plan for your paycheck with a budget to meet all your financial obligations.
- Protect against financial emergencies with adequate insurance, a proper estate plan, and emergency savings.
- Be responsible with Debt and Credit ...especially when purchasing a vehicle.
- Save for retirement by contributing at least 5% of your pay to your TSP.

If you need assistance, visit your installation's Soldier support center for money management services.

Setting Financial Goals:

Promotions, bonuses, incentive pay, and other pay increases are likely to happen throughout your Army career. To make the most of these financial opportunities, it's a good idea to write out clearly defined financial goals. Examples of these goals might be to get out of debt, establish an emergency fund, invest towards retirement, or save for a major purchase. Financial goals provide you guidance on how to best utilize your money and make smart financial decisions.

Soldiers can log into the online pay system, MyPay, at <https://mypay.dfas.mil/> to review and print their leave and earnings statement, thrift savings plan investments, savings

deposit program Statement, allotments, savings bond purchases, and direct deposit amounts. Ensure you visit the official military website only.

Sure-Pay program: The Army requires all Soldiers to enroll in the Sure-Pay program. This means that your paycheck is deposited directly to a checking or savings account. If you close or change this account, you must ensure that you go to MyPay and update the account information.

The Army will pay you twice per month on the 1st and the 15th.

You must carefully review your monthly leave and earning statement to ensure that your pay is being deposited properly and you are receiving all the benefits (Base Pay, Basic Allowance for Housing (BAH), etc.) that you are entitled.

Bank deposit account: There are some key items to consider when choosing your financial institution.

First, inquire if there is a monthly service charge for maintaining a checking account. Numerous institutions offer free checking if you set up Sure-Pay (direct deposit).

The Army requires frequent moves so find an institution that can accommodate your mobile lifestyle.

Next, create a plan for every dollar for every paycheck. Build a budget and track all cash inflows and outflows. Remember to allocate some for savings and some for investing.

Finally, it's recommended to establish a separate savings account for emergencies. For example, start with a small

goal, like a \$1,000 balance, then save towards 3-6 months of living expenses.

Service Members Civil Relief Act (SCRA): The SCRA offers many benefits and protections to Soldiers and their Families. It allows a service member to postpone or suspend certain civil actions while mobilized or deployed for active duty, including evictions, mortgage foreclosures, bankruptcies, and other civil lawsuits. It covers all military service members from the date they enter active duty through 30 to 90 days after active-duty discharge. The SCRA also offers protection against high interest rate debt secured prior to entry into Active Duty; capping interest rates on qualifying debt at 6%. Ensure you call all debtors (credit cards, car loans, personal loans, etc.) as soon as possible and notify them of your service, and that the SCRA should apply to your debt.

Failure to comply can result in legal action.

Military Lending Act: The Military Lending Act limits the annual percentage rate for credit to no more than 36 percent and includes associated costs of the loan, like fees and the sale of credit products sold with the loan. This rate is known as the military annual percentage rate, or MAPR.

Additionally, the Military Lending Act prohibits mandatory arbitration, difficult contract provisions, using an allotment to secure the loan, waiving Servicemembers Civil Relief Act rights, charging a penalty for early payments, using a post-dated check to secure a loan, refinancing certain loans and the use of bank accounts and car titles to secure certain other loans. Current protections cover payday, vehicle title and tax refund anticipation loans. Purchases made through

rent-to-own and overdrafts on checking accounts are not covered.

Lastly, while a local bank may be your best option, you may opt to change accounts when you make a permanent change of station move.

Check writing: You must pay close attention to each transaction to ensure you always know your checking account balance; this ensures you have sufficient funds in the account and do not write a fraudulent check.

Managing debt and maintaining good credit are important to your Army career. Establish a good credit reputation by paying back debts on time, every time, and avoid carrying debt whenever possible.

Be thoughtful when making a major purchase, especially when buying a vehicle. Carefully weigh the impact of a purchase to your current and future situation.

There are several consequences for writing a bad check, service charges, negative credit ratings, and additional punishments if the check was used on post.

Retirement - Thrift Savings Plan (TSP): Although retirement may seem a long way off, the sooner you start saving the better off you will be.

A delay of only 5 years in starting contributions could mean several hundred thousand dollars later!

The Army's retirement contribution system is the Thrift Savings Plan (TSP). TSP contributions can be started online at MyPay, then managed at <https://www.tsp.gov/>. In most cases for new Soldiers the ROTH option (paying taxes

upfront but no taxes on interest when the money is withdrawn) is better, but it is important to research all options and talk to the financial planner at your Soldier Support Center.

Military One Source:

Military OneSource, <http://www.militaryonesource.mil/financial-and-legal> and many other resources are available online to help you determine how much to save, and how much money will be needed in retirement.

The DOD Blended Retirement System (BRS) information

The new retirement system is known as the "Blended Retirement System" or BRS. The "blending" in BRS comes from the blending of two major sources of retirement income: the existing annuity provision for those who retire after 20 or more years of service, PLUS the Thrift Savings Plan (TSP). The TSP is a government-run 401(k) retirement account that allows members to invest their own money in either stocks or government securities and get a contribution to that account from their employer. Detailed information and tools on the BRS are published on the DOD Military Compensation website, <https://militarypay.defense.gov/BlendedRetirement/>.

BRS uses the annuity formula currently in place: for those staying in the service 20 or more years, the average of the service member's highest 36 months of basic pay would be multiplied by 2% times the number of years of service

The best part of having a TSP contribution really applies to those who don't stay in the military long enough to get a

retirement check. The government says that 83% of people who join the military don't stay long enough to retire, so when they leave after 5 or 10 years of military service they basically get nothing towards their future retirement. This plan changes this situation. By contributing to the TSP, military members can leave the service at any time and have an existing retirement fund they can take with them anywhere. Even if you decide to leave the military before completing 20 years you keep the money in the TSP fund.

The new system is made up of 3 specific components:

1. Defined Benefit:

Retired pay will be 2% times the number of years of service. If you retire at 20 years of service, you get 40% of your final base pay. If you retire at 30 years of service, you get 60% of your 'high-three' base pay.

You can either get your full retirement when eligible or opt to get a lump-sum benefit at retirement. If you take the lump-sum you will get a reduced monthly retirement check until age 67.

2. Defined Contribution:

The military will contribute 1% of your base pay to your TSP.

You will be automatically enrolled with a 3% base pay contribution to your TSP. (You can change this at any time.)

The military will match up to 5% of your contribution after 2 years of service.

You can always stop contributing to the TSP, get a loan of your TSP balance, or withdraw your money from the TSP account.

3. Continuation Pay: After you reach 12 years of active service and commit to 4 additional years of active service, you are eligible for a cash incentive of 2.5 to 13 times your regular monthly basic pay. This changes to 0.5 to 6 times your monthly basic pay if you are in the reserves.

The Department of Defense has several resources that explain the BRS on their Military Compensation website, to include a BRS calculator. Members will receive BRS training at their units.



Your Retirement System Active Component

Building Retirement Savings with the Blended Retirement System

The Blended Retirement System (BRS) is a modernized retirement plan for all new entrants into the Uniformed Services on or after Jan. 1, 2018, and eligible service members who opted into BRS. Features of the BRS include a **defined contribution**, consisting of government automatic and matching contributions, to a service member's Thrift Savings Plan (TSP), a **defined benefit** (also known as a pension or monthly retired pay for life), after at least 20 years of service, a mid-career bonus called continuation pay and a new lump sum option at retirement.

Key Aspects Under BRS

1 Defined Contribution Thrift Savings Plan (TSP)

You Contribute	DoD Auto Contribution	DoD Matching	Total
0%	1%	0%	1%
1%	1%	1%	3%
2%	1%	2%	5%
3%	1%	3%	7%
4%	1%	3.5%	8.5%
5%	1%	4%	10%

New entrants on or after Jan. 1, 2018

- Automatically enrolled at 3% of your basic pay in an age appropriate TSP Lifecycle Investment Fund.
- Your Service automatically contributes the equivalent of 1% of your basic pay to your TSP after 60 days of service.
- You'll see matching contributions at the start of 3 years through the completion of 26 years of service.

All Service members are fully vested in the automatic 1% contribution - it's yours to keep - after completing 2 years of service.

2 Defined Benefit

Received after completing 20 years of service

2% ×



Years
Served



Retired
Pay Base

Calculate your **retired pay base** by averaging the **highest 36** months of basic pay

You'll gain this monthly annuity for life after completing 20 years of service

3 Continuation Pay

Received between 8, but not more than 12 years of service

4 Lump Sum Option

A choice of how to receive your defined benefit

Maximize Your TSP

The Power of Compounding

Compounding is powerful because it allows you to make money, not just on the money you contribute to your TSP, but also on the money that it earns. Think of it as having a snowball effect—so the sooner you start saving, the more years you have to save, and the more effective compounding is in building retirement savings.



(*calculation using the planning tool at TSP.gov, based on an annual growth rate of 7% with monthly contributions)

Resource Websites

- TSP.gov
- DFAS.mil
- MilitaryOneSource.mil
- SEC.gov
- MilitaryPay.defense.gov/Calculators
- MilitaryPay.defense.gov/BlendedRetirement



You can find additional information on #BlendedRetirement at <http://militarypay.defense.gov/BlendedRetirement>
Source: Fiscal Year 2016 National Defense Authorization Act, sections 631, 632, 633, 644, and 655

Figure B-2. Retirement system

B-3. Tri-Service Health Care (TRICARE)

The Army is dedicated to taking care of its most important assets: Soldiers, and military Family members.

TRICARE is the Department of Defense's worldwide health care program available to eligible beneficiaries from the uniformed services.

TRICARE is free to Soldiers but may involve some out-of-pocket expenses for Family members. The cost varies depending on the Soldier's rank and the specific TRICARE program option in which the Family member is enrolled.

Through the TRICARE program, Family members can also go to civilian health care providers if they desire. But before going to a civilian practitioner, Family members should talk to the beneficiary counseling and assistance coordinator at the nearest military health care facility to see if there are any out-of-pocket expenses. The beneficiary counseling and assistance coordinator will confirm your registration in the Defense Enrollment Eligibility Reporting System (DEERS) and can provide a list of doctors in your local area who will accept TRICARE patients. Family members covered by TRICARE can receive emergency care at any emergency room. TRICARE patients may receive urgent medical care at any urgent care facility nation-wide but may be responsible for a co-pay. Service members should proceed to a military treatment facility for care. If you or your TRICARE beneficiaries need urgent care, utilize the TRICARE Nurse-advice line 1-800-TRICARE (874-2273) — Option 1 to talk to a registered nurse.

Visit the TRICARE website, <https://tricare.mil/>, for more information on your military health benefits and regional health plans.

B-4. Servicemembers' Group Life Insurance (SGLI)

As a United States Soldier, you may encounter hostile situations while stationed abroad and in combat. The well-being of your Family is of the greatest concern to the Army.

One of the many benefits afforded Soldiers is the opportunity to purchase very low-cost life insurance. SGLI provides up to a maximum of \$400,000. SGLI automatically covers you for this maximum amount unless you select, in writing a lesser amount, in increments of \$50,000. You may also decline SGLI altogether, but this decision is so important that you must also do that in writing. The payment is deducted automatically from your pay each month. Soldiers with Families almost always select coverage in the maximum amount.

Spouses and children are eligible for Family SGLI. Coverage for a spouse is automatically \$100,000 unless a lesser amount, in steps of \$10,000, is chosen.

Visit the Servicemember's Life Insurance page on the Department of Veterans Affairs website at <https://www.benefits.va.gov/insurance/index.asp> for additional information and assistance with enrollment.

B-5. Dental

The level of dental care will vary from post to post, but it is available for all Soldiers. Family member care is generally not available at military dental facilities, but many locations now offer civilian dental practices on military installations.

Family members may receive dental insurance through the TRICARE Dental Program (TDP). The TDP is dental insurance in which you pay a monthly fee in exchange for Family coverage. It is a voluntary, cost effective, comprehensive program offered worldwide by the Department of Defense to Family members of all active-duty branches of the military, Selected Reserve, and Individual Ready Reserve members.

Family members must be registered in DEERS to be eligible for the TRICARE Dental Program.

To participate, the Soldier must have 12 months remaining on their service commitment at the time of enrollment and submit an enrollment form with the first month's premium or enroll online using a charge card. The monthly premiums will typically be deducted from the Soldier's pay, although there are other payment options.

Depending on the dental procedures performed, treatment may be completely covered by the insurance, or there may be co-payments.

There is a maximum annual amount that TRICARE will pay for any one beneficiary. Once that yearly amount is reached for the individual, all costs above the maximum must be paid by the Family.

When permitted, complete information and instructions on how to enroll and find a local dental provider are available on-line at the TRICARE Dental site,
<http://www.tricare.mil/CoveredServices/Dental.aspx>.

B-6. Army Emergency Relief

Army Emergency Relief (AER) is a private nonprofit organization incorporated in 1942 by the Secretary of War and the Army Chief of Staff. AER's mission is to provide emergency financial assistance to Soldiers and their Families.

What can AER do?

Help with emergency financial needs for:

- Food, rent, or utilities
- Emergency transportation and vehicle repair
- Funeral expenses
- Medical/dental expenses
- College scholarships to children, spouses, and surviving spouses of Soldiers
- Additional Benefits:
 - Lifetime membership in the Army Air Force Mutual Aid Association for surviving Families of Soldiers who die on active duty.
 - Grants for wounded Soldiers medically evacuated from a theater of combat.
 - Personal Financial Management Training for Soldiers in AIT.

Who is eligible?

- Active-duty Soldiers, single or married, and their Family members.

- Army National Guard and Army Reserve Soldiers on continuous active duty for more than 30 days and their Family members (Title 10, USC).
- Soldiers retired from active duty for longevity or physical disability, and their Family members.
- Army National Guard and Army Reserve Soldiers who retired at age 60, and their Family members.
- Surviving spouses and orphans of Soldiers who died while on active duty or after they retired.

How do I get assistance?

- Through your unit chain of command and the installation AER section.
- If there is no AER section near you, you can get assistance through:
- American Red Cross (local chapter, or 24-hour emergency services)
- Air Force Base (Air Force Aid Society)
- Navy/Marine Corps Base (Navy-Marine Corps Relief Society)
- Coast Guard Base (Coast Guard Mutual Assistance)

Can my spouse get AER help if I'm away?

Yes. Your spouse should bring:

- Power of Attorney
- Military identification card
- Substantiating documents

What kind of assistance can I expect?

- An interest free loan.
- A grant if repayment of loan will cause undue hardship.
- Part loan and part grant.

How can I help AER?

- Remind fellow Soldiers about AER when they experience financial emergencies.
- Support AER with a contribution and encourage others to contribute.
- The Army-wide annual AER fund campaign is conducted 1 March –15 May.
- You can contribute to your local AER fund campaign or send your contribution to AER National Headquarters.
- All contributions are tax deductible.
- Unsolicited donations are accepted any time by mail or online.

For more information contact your local AER officer or visit the AER website. <https://www.armyemergencyrelief.org/>.

B-7. Soldier for Life and credentialing

If you serve faithfully and honorably, whether in the active or reserve components, or serve for one enlistment or a long career, you will be a Soldier for Life.

The Army wants to be a partner in your lifelong success, to include the successful transition to civilian life and civilian employment.

It's never too early to start thinking about your long-term goals and taking steps, even small ones, to achieve them. While in the Army, you will learn valuable skills. Strive to be the best in your specialty.

Veterans sometimes have trouble explaining their military experience in terms that are meaningful to civilian employers, in turn making it difficult to find a job.

One of the best ways to strengthen your resume is by earning a *credential*. A credential is a government-issued *license* (usually from state governments) or a *certificate* from a non-government credentialing agency, which shows that person is qualified to perform a particular job or activity.

Commercial truck driver's licenses and medical licenses are examples of government-issued credentials.

Non-government credentialing agencies that offer certifications include the National Institute for Automotive Service Excellence, the American Culinary Federation, and the American Welding Society.

To learn about credentials related to your MOS, visit the Army Credentialing Opportunities On-line (COOL) website at <https://www.cool.osd.mil/army/index.html> (or search your web browser for "Army COOL"). You will learn more about credentialing in your military training and from the leaders in your unit of assignment.

The Army Credentialing Program (ACP)

The ACP enables Soldiers to capitalize on training and development opportunities throughout their military careers so that they can grow and develop as a Soldier. The three voluntary programs in the ACP portfolio are:

1. The United Services Military Apprenticeship Program (USMAP)

While actively serving, you have the chance to enhance your job skills and accomplish civilian apprenticeship requirements through formal training. A dynamic blend of hands-on experience and relevant technical instruction, resulting in credentials being recognized by industries far and wide. These credentials, coupled with Department of Labor certification as a journey worker, open doors to remarkable career advancement.

2. Institutionally Delivered Credentialing (IDC)

IDCs aren't just certifications, they're pathways to expertise in your specific Military Occupational Specialties, Areas of Concentration, and courses. Gaining specialized skills that set you apart.

These credentials can be accessed while attending Army Training Centers, NCO Academies, and professional military education schools. Funding covers a comprehensive range, from course fees to licensing exams and study materials to expert guidance. Contact your Schoolhouse point of contact before attending any professional military education for IDC opportunities.

3. Credentialing Assistance Program (CA)

The Army CA Program is your invitation to propel your future – both during your military service and beyond.

Choose courses and exams that resonate with your career aspirations. Whether you're looking to elevate your skills within your current MOS or aiming for a new occupational horizon that is not aligned to your MOS, post-military service. You can secure CA funding for any credential listed in Army COOL, every year.

Information for USMAP and IDC is found at participating Army schools, while information on CA is found at your local Education Office/Center. Additional resources:

- USMAP: <https://usmap.osd.mil/armyMOS.htm>
- Army COOL: <https://www.cool.osd.mil/army/>, (select “Institutionally Delivered Credentialing” or “Credentialing Assistance Program”)
- Soldier for Life, Education web page, <https://soldierforlife.army.mil/Education/>
- Army University, Army Credentialing and Continuing Education Services for Soldiers (ACCESS) web page, <https://armyuniversity.edu/ACCESS/ca>

Soldiers in some fields are *required* to earn credentials, such as a Federal Aviation Association license for Air Traffic Controllers, but for most Soldiers, credentialing programs are voluntary.

You may work to earn a credential on your own, or you might have the opportunity to participate in an Army-sponsored credentialing program.

Most of these programs are offered to students in Army schools. When you attend an Army School, you might be asked to volunteer to take a credentialing exam. The Army might give you study material, including web-based training. They might pay your fees and decide for you to take the exam. We encourage you to take advantage of these programs, take them seriously, and study.

You could earn a valuable credential that will someday make your job application stand out.

The Army believes that studying for a credential in your field makes you a more well-rounded Soldier, and it is one sign that you are a true professional in your military specialty.

There is so much variety among military specialties, credentials, and credentialing agencies.

Some military specialties (for example, Motor Transport Operators, Wheeled Vehicle Mechanics, Food Service Specialists, and many others) closely match civilian jobs. Other valuable military specialties, such as Infantrymen and Armor Crew Members, do not match civilian jobs.

If you are in a specialty that does not closely match a civilian job and does not have a lot of credentialing opportunities, there are several things you can do.

Some of these are good ideas for all Soldiers:

- In the words of the Chief of Staff of the Army, the best credential is often a college degree. When you finish your Initial Military Training, talk the Career Counselor in your unit and to an Education Counselor, they can advise you about continuing your education.
- Remember that you are still learning life skills that will be valuable to an employer. Army Veterans tend to be reliable, hard-working, goal-oriented, “team players” and drug-free. As a future Non-Commissioned Officer (sergeant), you will learn leadership, effective communication, how to train others, and how to supervise a job site.
- Even if your “main job” doesn’t match a civilian job, take advantage of any opportunities that come your way to learn new skills, for example, computer skills and operating and maintaining different types of equipment.
- Keep checking! The Army is developing new credentialing opportunities.

Tips and Precautions: One of the reasons that some credentials are so valuable is that they are hard to get. If you sign up for a credentialing exam, study!

- If you did your best, don’t be discouraged if you don’t pass on the first try. Remember everything you learned by studying to take the exam and consider trying again.
- If you choose a credential to work on, be sure that the credential is the right one for you. Before you

spend your money or use up some of your military benefits, make sure that the credential is offered by a reputable agency and is known and valued by employers.

- Many credentials have re-certification requirements or continuing education requirements. Know what they are.
- Army COOL, Army Career Tracker, and credentialing agency websites contain a wealth of information. Talk to your instructors and leaders, your unit Career Counselor and education counselors. Ask questions!

B-8. Information websites for family members

The Army recognizes the important role that spouses and Family members play in supporting Soldiers and in keeping our Army communities strong.

Each Army installation has its own website that is full of useful information for your Family and can be found by searching for the name of the installation on the internet.

Be sure to look for the official sites ending in “.mil” or “.gov” in the web address. Useful websites to vital information sources were provided throughout this publication, with additional sources listed below.

It is extremely important to you and the Army that we link your Family members with resources to help integrate them into the Army lifestyle.

Use these websites and the others cited in this book as you progress through your career from BCT to your first unit of

assignment. (See Appendix A for consolidated list of websites and their links).

They will provide a wide variety of information to your Family and help them progress with you throughout your Army career.

- Start here with the “Army Family and New Spouse Orientation” video:
<https://www.military.com/spouse/military-life/checklist-for-new-military-spouses.html>
- Military OneSource answers hundreds of Family-related questions:
<https://www.militaryonesource.mil/>.
- Army Google Workspace (Army GWS) replaced Army Knowledge on-line accounts. Allows you to create an Army email account to notify your sponsor and receive information.
- The Army gives spouses an employment preference to support the Servicemember’s duty assignments. Army Civilian Service employment opportunities may be found on the USA JOBS website,
<https://armycivilianservice.usajobs.gov/>.
- Family members new to Army life can find information on all benefits the Army provides at the My Army Benefits website,
<https://myarmybenefits.us.army.mil/>.
- Contact the Red Cross, <https://www.redcross.org/> to notify a Servicemember of a Family emergency and/or search for your local Red Cross representative.

- The official TRICARE website, <https://www.tricare.mil/> is where you and your Family members can find information on military healthcare coverage at www.tricare.mil.
- Visit the TRICARE Dental Program online, <https://www.tricare.mil/Plans/DentalPlans> for local dentists in your area and information regarding dental care at www.tricare.mil/dental/TDP.aspx
- Your LES and other pay information can be obtained from the official MyPay Homepage, <https://mypay.dfas.mil/>.
- Army COOL (Credentialing Opportunities On- Line), <https://www.cool.osd.mil/army/credsearch/index.html>
- Army Career Tracker, <https://actnow.army.mil/>.

This page left intentionally blank.

Appendix C – Manual of Applied Performance Skills (MAPS)



Manual of Applied Performance Skills (MAPS)

Your MAPS to Navigate
Basic Combat Training

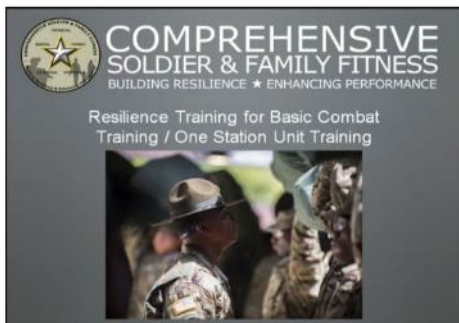
Contents

Content	Page #
I. Main Module - First Hour	
<i>The Mental Fitness Continuum</i>	4
<i>Resilience Skills to Help Throughout BCT</i>	6
<i>Adjust Your Thoughts</i>	8
<i>Restructure Your Thoughts</i>	9
<i>Acceptance</i>	10
<i>Self-Talk</i>	10
II. Main Module - Second Hour	
<i>Manage Your Emotions & Reactions</i>	11
<i>Optimism & Hunt the Good Stuff</i>	11
<i>Grounding</i>	12
<i>Achieve Your Goals</i>	12
<i>Goal Setting</i>	13
<i>Goals Setting Examples and Practice</i>	14-18
<i>Hunt the Good Stuff Journal</i>	19-29
III. Mini-Modules:	
<i>Attention Control and Confidence</i>	30-38
<i>Deliberate Breathing</i>	39-48
<i>Imagery and Routines</i>	49-56
IV. Notes Pages	57-68

2

Figure C-1. BCT MAPS table of contents

Main Module



How to Use Your MAPS Booklet

Just like a real map gets you where you need to go, this MAPS booklet is designed to help you get your mind where it needs to go in order to maximize your performance throughout Basic Combat Training.

You're encouraged to use this booklet to help you prepare for and reflect back on key BCT / OSUT events as a sort of training log — something 90% of US Olympic athletes report using to help them strengthen their minds and bodies when they are training.

"We have to take our Soldiers from the time they come into the Army and build resiliency within them all the way until the time they get out." -Gen. John F. Campbell, Vice Chief of Staff of the Army

3

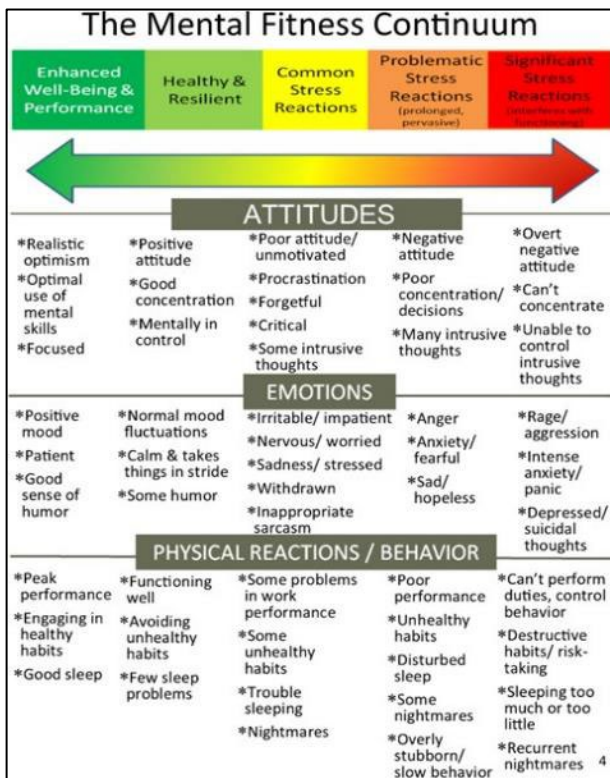


Figure C-2. Mental fitness continuum

Resilience

	
You	Not You

- **Resilience** is the ability to withstand, recover, grow, and thrive in the face of stressors and changing demands.
- Instead of breaking when faced with a tough situation, resilient Soldiers bounce back like a tennis ball.
- Stuff happens and BCT / OSUT is going to be tough, but you can control how you respond.
- It's not just the fortunate few who can be resilient – these are skills anyone can learn.
- That's why you are receiving this training. It's designed to develop resilient Soldiers.

5

Figure C-3. Resilience pictorial

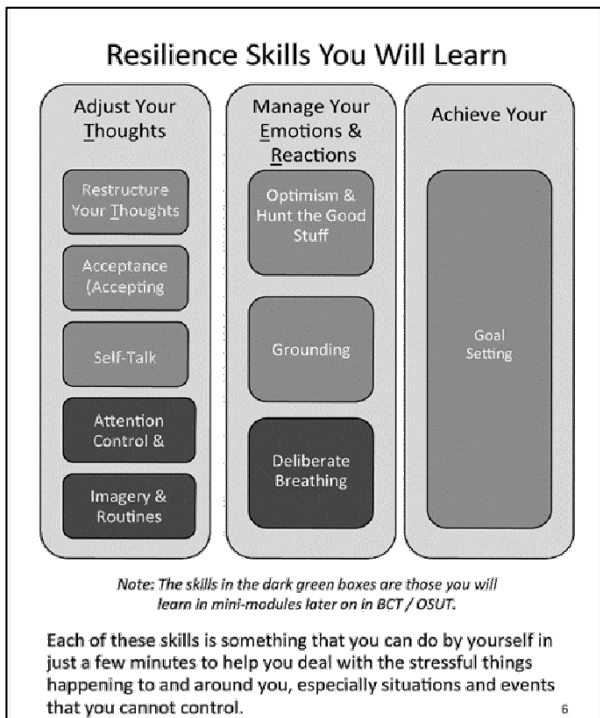


Figure C-4. Resilience skills you will learn

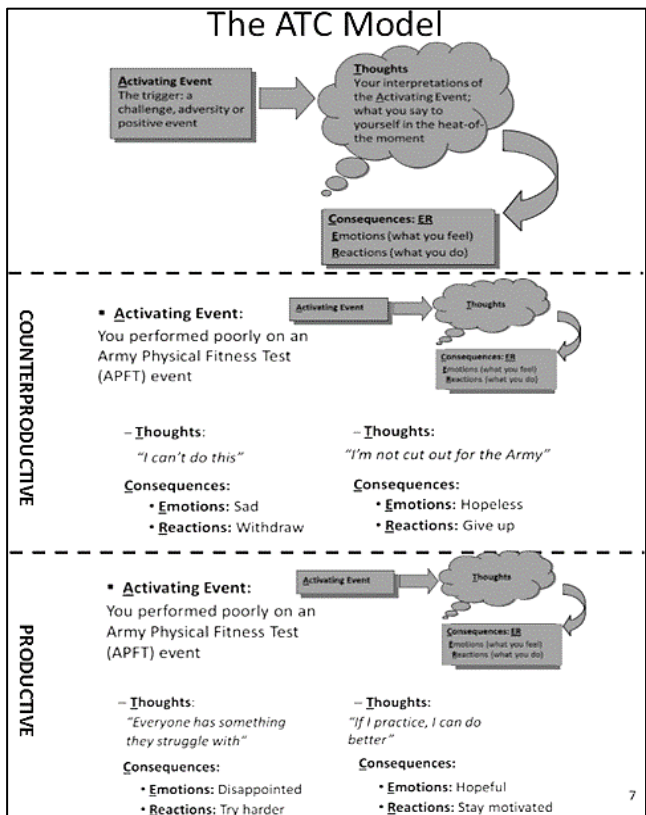
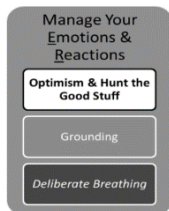


Figure C-5. Activating Thought Consequence model

Manage Your Emotions & Reactions

Optimism & Hunt the Good Stuff

- Optimism: hopefulness and confidence about the future or the successful outcome of something
- Hunt the Good Stuff (HTGS): skill that builds optimism by finding and reflecting on the good things is a resilience strategy



- Examples of when it would be helpful
 - At the end of the day
 - With battle buddies

- **Optimism is about:**
 - Remaining realistic
 - Identifying what's controllable
 - Maintaining hope
 - Having confidence in yourself and your team
- **Hunt the Good Stuff** leads to Optimism and Optimism can result in:
 - Better health, better sleep, feeling calm
 - Lower depression and greater life satisfaction
 - More optimal performance
 - Better relationships

Figure C-6. Manage your emotions and reactions

Adjust Your Thoughts

Is there a need to adjust your Thoughts?

- As a result of a situation or event, did you receive a desirable outcome?

- Yes:** No action needed
- No:** Identify what is controllable and uncontrollable

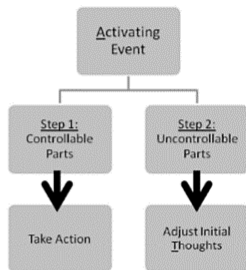
- When you need to adjust your Thoughts

- Step 1:** For the parts of the situation or event that can be changed (controlled), take action to change those parts.

Physically prepare and move on to the next task

- Step 2:** For the parts of the situation or event that you can't control, your Initial Thoughts may need to be adjusted.

Adjust the Thoughts you had initially



3 Ways to Adjust Your Thoughts

- 1) Restructuring Thoughts
- 2) Acceptance
- 3) Self-Talk

Figure C-7. Adjust your thoughts

Restructure Your Thoughts

- **Restructure Your Thoughts:** Thinking about the event from a different perspective is a resilience strategy

Adjust Your Thoughts

Restructure Your Thoughts

Acceptance (Accepting Reality)

Self-Talk

Attention Control & Confidence

Imagery & Routines

- Examples of when it would be helpful
 - When you've performed poorly and are hard on yourself
 - When battle buddies are being hard on themselves

Non-Optimal Thoughts	Restructured Thoughts
<i>"I'm an idiot and let my buddies down."</i>	<i>"I won't do that again; I've learned my lesson."</i>
<i>"I'm not going to make it through BCT / OSUT."</i>	<i>"If that's the worst thing I do here, I'm doing pretty well."</i>
<i>"They're all going to hate me."</i>	<i>"Everyone messes up; it's not the end of the world."</i>
<i>"I always screw up."</i>	<i>"I messed up this one task in this one way; I didn't mess up everything."</i>

- Remember your Thoughts drive your Consequences

Figure C-8. Restructure your thoughts

Grounding

- **Grounding:** a resilience skill used to regain your focus, and control your energy levels

Manage Your Emotions & Reactions

Optimism & Hunt the Good Stuff

Grounding

Deliberate Breathing

- Examples of when it would be helpful
 - When your mind is wandering away from the task at hand
 - When taught to a battle buddy who is anxious or nervous and needs to calm down

- Grounding helps bring your focus back to the present by controlling your arousal and counteracting negative effects of adrenaline
- Do 3x3 exercise to ground — Identify 3 things you can:
 - See
 - Hear
 - Feel (physically)

Achieve Your Goals

Goal Setting

Achieve Your Goals

Goal Setting

- **Goal Setting:** A resilience skill to help you identify your goals and develop a plan to achieve them
- Examples of when it would be helpful
 - When you start something new (such as school, the Army)
 - When you need to train for a major physical event (such as the APFT)

12

Figure C-9. Grounding and goal setting

Goal Setting

- Pick your goal
- Break your big goal down into at least 2 short-term goals (daily or weekly)
 - Think about areas where you need to improve
 - Get help from a battle buddy
 - Connect to your goal every day
- Write 2-3 SMART action statements for each sub-goal
 - Specific
 - Measurable
 - Action-Focused
 - Relevant
 - Time-Bound
- Write one effective Self-Talk sentence for each of your sub-goals to encourage yourself



Big Goal		270 on APFT
Short-Term Goal: (3-4 to help you achieve your big goal)		<i>I will eat more nutritious meals in the DFAC until the final APFT.</i>
SMART = <u>S</u> pecific, <u>M</u> easurable, <u>A</u> ction-Focused, <u>R</u> elevant, <u>T</u> ime-Bound (3-4 per short-term goal)	SMART Action 1:	<i>I drink at least 80 ounces of water a day.</i>
	SMART Action 2:	<i>I eat 60% clean carbs, 30% healthy fat, and 10% lean protein a day.</i>
	SMART Action 3:	<i>I drink no more than one sports drink a day.</i>
Self-Talk Statement: (One to stay motivated and energized)		<i>At meal times, I tell myself that I expect great things out of my body so I put only great things in my body.</i>

(See next pages for examples and space to create your own Goal Setting plans) 13

Figure C-10. Goal setting, cont.

GOAL Setting Example #1

Goal	360 or higher on ACFT
Short-Term Goal A: Help you achieve the big goal (at least 3)	<i>I will eat more nutritious meals and snacks in the next four weeks than I did the last four weeks</i>
SMART Action 1:	<i>I drink no less than 80 ounces of water a day</i>
SMART Action 2:	<i>I eat 60% clean carbs, 30% healthy fat, and 10% lean protein every day</i>
SMART Action 3:	<i>I drink no more than one sports drink a day</i>
Self-Talk: (1 per short-term goal)	<i>At meal times, I tell myself that I expect great things out of my body so I put only great things in my body</i>
Short-Term Goal B: Help you achieve the big goal (at least 3)	<i>I will reduce my run time by 30 seconds</i>
SMART Action 1:	<i>I run at least 3 miles twice a week</i>
SMART Action 2:	<i>I go for a longer run of more than 3 miles every other weekend</i>
SMART Action 3:	<i>I ice my knees after every run that's longer than a mile</i>
Self-Talk: (1 per short-term goal)	<i>When I get tired of running, I remind myself that I get stronger and more prepared with each step</i>
Short-Term Goal C: Help you achieve the big goal (at least 3)	<i>I will improve my attitude and believe in myself</i>
SMART Action 1:	<i>I practice confident Self-Talk deliberately at least 5 times a day</i>
SMART Action 2:	<i>I pay attention to my Self-Talk and make sure it's helping me accomplish my goals</i>
SMART Action 3:	<i>I remain optimistic by Hunting the Good Stuff every night before bed</i>
Self-Talk: (1 per short-term goal)	<i>Before bed, I remind myself that I am prepared, I am confident, and I am capable</i>

Figure C-11. Goal setting example 1

Goal Setting Example #2

Goal	<i>Successfully negotiate the LandNav course within the allotted time</i>
Short-Term Goal A:	<i>I will increase my comfort in the basic use of a military map by 2 weeks prior to the course</i>
SMART Action 1:	<i>I identify map marginal info on 2 military maps each night</i>
SMART Action 2:	<i>I determine the scale of the map and corresponding protractor grid scale and placement for 2 maps each night</i>
SMART Action 3:	<i>I convert grid north to magnetic north and reverse on 2 maps each night</i>
Self-Talk:	<i>I tell myself I'm not alone, my battle buddy is part of my team. I have my battle buddy's back and my battle buddy has mine</i>
Short-Term Goal B:	<i>I will become proficient in plotting points and measuring distances on a military map 2 weeks prior to the course</i>
SMART Action 1:	<i>I ID 6 digit grid coordinates for 2 start and end points on a map each night with a battle buddy</i>
SMART Action 2:	<i>I measure 2 straight and 2 curved line distances on a map each night with a battle buddy</i>
SMART Action 3:	<i>I orient the map I am working with to the ground each night until the LandNav course</i>
Self-Talk:	<i>I tell myself that slow is smooth, smooth is fast. The more accurate I am, the less time I will need</i>
Short-Term Goal C:	<i>I will increase my personal Land Navigation confidence by 1 week prior to the course</i>
SMART Action 1:	<i>I pace count known distances in various terrain while walking and running at locations available in the company area each night</i>
SMART Action 2:	<i>I practice Deliberate Breathing for 5 minutes before I practice my LandNav skills each night and throughout my practice time</i>
SMART Action 3:	<i>I imagine myself successfully completing the LandNav course for 10 minutes before I go to sleep each night</i>
Self-Talk:	<i>I tell myself I've practiced with my battle buddies over and over so I'm ready. I trust my training.</i>

Figure C-12. Goal setting example 2

Goal Setting Practice - ACFT

Goal	
Short-Term Goal A:	
SMART Action 1:	
SMART Action 2:	
SMART Action 3:	
Self-Talk:	
Short-Term Goal B:	
SMART Action 1:	
SMART Action 2:	
SMART Action 3:	
Self-Talk:	
Short-Term Goal C:	
SMART Action 1:	
SMART Action 2:	
SMART Action 3:	
Self-Talk:	

16

Figure C-13. Goal setting practice – ACFT

Goal Setting Practice—BCT / OSUT

Goal	
Short-Term Goal A:	
SMART Action 1:	
SMART Action 2:	
SMART Action 3:	
Self-Talk:	
Short-Term Goal B:	
SMART Action 1:	
SMART Action 2:	
SMART Action 3:	
Self-Talk:	
Short-Term Goal C:	
SMART Action 1:	
SMART Action 2:	
SMART Action 3:	
Self-Talk:	

Figure C-14. Goal setting practice – BCT/OSUT

Goal Setting Practice—Army Career

Goal	
Short-Term Goal A:	
SMART Action 1:	
SMART Action 2:	
SMART Action 3:	
Self-Talk:	
Short-Term Goal B:	
SMART Action 1:	
SMART Action 2:	
SMART Action 3:	
Self-Talk:	
Short-Term Goal C:	
SMART Action 1:	
SMART Action 2:	
SMART Action 3:	
Self-Talk:	

18

Figure C-15. Goal setting practice – Army career

Hunt the Good Stuff Journal



Instructions: To Hunt the Good Stuff, record three good things each day

- Next to each positive event you list, write a reflection (at least one sentence) about ONE of these things:
 - Why this good thing happened
 - What this good thing means to you
 - What you can do tomorrow to enable more of this good thing
 - What ways you or others contributed to this good thing

"A pessimist is one who makes difficulties of his opportunities and an optimist is one who makes opportunities of his difficulties." -Harry S. Truman

19

Hunt the Good Stuff Practice

Date: _____

Good Stuff (Positive Event)	Reflection

Hunt the Good Stuff Practice

Date: _____

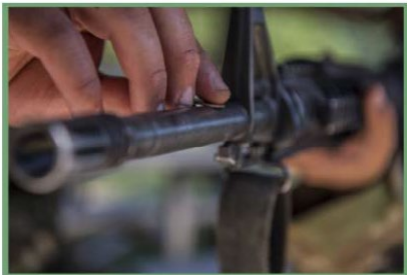
Good Stuff (Positive Event)	Reflection

Hunt the Good Stuff Practice

Date: _____

Good Stuff (Positive Event)	Reflection

Mini-Module: Attention Control and Confidence



30

Attention Control and Confidence Overview

- What is it?
 - Attention control means paying attention to the most important things around you
 - Building confidence helps you improve your performance by reducing doubt that can distract you
- How does it work?
 - Focus on What's Important Now
 - Build confidence in 4 ways

Attention is a Limited Resource

- Research shows that people using cell phones while driving are:
 - 2x more likely to miss traffic signals
 - When they do see the traffic signal, reaction time is slower
- Perform your best by focusing your limited attention on the task at hand



"If there is a secret for greater self-control, the science points to one thing: the power of paying attention." -Kelly McGonigal, *The Willpower Instinct: How Self-Control Works, Why It Matters, and What You Can Do to Get More of It*

WIN

- To focus your attention on the task, think WIN
 - What's
 - Important
 - Now
- For example, think about climbing the cargo net rather than how you got off to a slow start
- Focus on what you can do and/or control now



Confidence

- **Confidence:** Degree of certainty about your ability to execute action to produce an outcome
- 4 sources of confidence
 1. Personal experience
 2. Physical state
 3. Observing others
 4. Self-Talk

Adjust Your Thoughts

Restructure Your Thoughts

Acceptance (Accepting Reality)

Self-Talk

Attention Control & Confidence

Imagery & Routines



"When you have confidence, you can have a lot of fun. And when you have fun, you can do amazing things." -Joe Namath

Personal Experience

- **Past experience** can help you feel confident
 - Success builds enthusiasm, optimism
 - Failure builds competence, helps you make adjustments

What have you already accomplished in BCT / OSUT and/or in your life up to this point that might help you feel confident in your ability to complete BCT / OSUT?

Physical State

- How you feel when you're tired and hungry versus well-rested, prime physical condition
- **Feeling physically ready** helps you feel confident
- Anxiety can also reduce confidence, but you can fight it with **Deliberate Breathing** (*or deep breathing if you haven't learned about Deliberate Breathing yet*)

How do you want to physically feel before important BCT / OSUT events?

33

Notes:

Observing Others

- Gain confidence by **observing someone else's performance**, so watch other people while you wait for your turn
- When you see someone who has **similar abilities to you**:
 - Gain confidence when they succeed
 - Get information about ways to adjust and perform better if they fail

Record an example of when you felt more confident after watching someone else do something:

Self-Talk

- Use **Self-Talk to focus on the task** and help you rely on your training for optimal performance
 - For example, you can say to yourself:
 - *"I can do this"*
 - *"I am trained for this"*
- Use Productive Self-Talk to walk yourself through the event, then walk your buddy through it

Record some effective Self-Talk statements you might use to walk yourself through the Confidence Obstacle Course:

Fearful Thinking and Self-Talk

I'm not strong enough for this!



Obviously, I'm supposed to become Tarzan to get through this!

It would be easier to scale the Empire State Building!



Record some fearful Thoughts you might be having about the major event:

More Effective Thoughts & Self-Talk

The wall hanger is just like the monkey bars!



Companies pay lots of money for teambuilding courses like this!

People do this all the time for the Warrior Dash—and they LOVE it!



Record some more effective, optimal Thoughts about the major event or Productive Self-Talk you could use to help you get through it:

Attention Control and Confidence in Review

- Attention is limited so you have to focus on **WIN**
- Build confidence through:
 - **Personal experience**
 - **Physical state**
 - **Observing others**
 - **Self-talk**
- Use productive, effective Self-Talk to replace fearful thoughts and coach yourself and your buddy through key events



Mini-Module: Deliberate Breathing

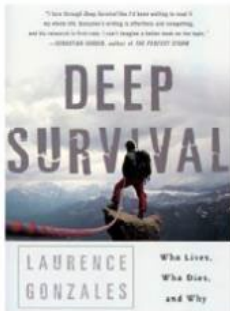


39

Notes:

Deep Survival & Deliberate Breathing

- Deliberate Breathing helps you build, access “Composure Under Fire”
- **Composure under fire** or **inner cool** refers to a cool, calm, and confident attitude that helped people survive traumatic situations (according to Gonzales)
- What is **Deliberate Breathing**?
 - A way to gain physical, mental, and emotional control under extreme stress, if practiced and rehearsed in advance
 - A way to channel Inner Cool
 - Not *just* deep breathing
 - Use before key BCT / OSUT events (like CBRN Chamber)



“\$*#@ does just happen sometimes... There are things you can't control, so you'd better know how you're going to react to them... But there are also the things you can control, and you'd better be controlling them all the time.” -Laurence Gonzales, *Deep Survival*

Adjust Your Emotions & Reactions

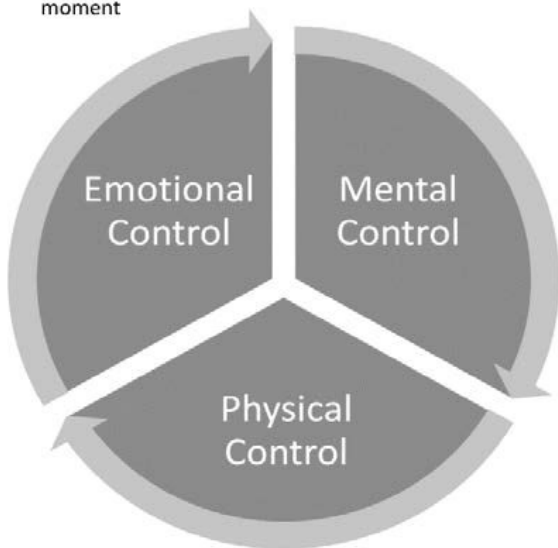
Optimism & Hunt
the Good Stuff

Grounding

*Deliberate
Breathing*

Deliberate Breathing Overview

- **Composure under fire** may be learned
 - Train it and build it by using Deliberate Breathing
- How does **Deliberate Breathing** work?
 - Combines **physical, mental, and emotional control**
 - Focuses Thoughts in order to avoid “paralysis by analysis”
 - Directs Thoughts to what you need to focus on in the moment



Benefits of Deliberate Breathing

Scientifically-Supported Benefits	Targets of Opportunity
Improves memory and recall	CBRN Chamber, CLS written exam, Warrior basic knowledge
Improves decision making and mental agility	CBRN Chamber, Confidence Obstacle Course (COC), FTX
Improves alertness, focus, and concentration	CBRN Chamber and everything else
Improves coordination on fine motor tasks	RM
Improves recovery following gross motor tasks (<i>like crawling or running</i>)	APFT, COC
Improves emotional control during stressful situations	COC, RM
Reduces fatigue during longer operations	APFT, COC, Field Marches, FTX

- Get it by using a **“tactical pause”**
- Embrace the phrase **“Stop, Unlock, and Breathe”**

- **Stop**—sit still, uncross legs and arms to promote circulation
- **Unlock**—let go of unnecessary muscle tension and physical stress
- **Breathe**—breathe slow, low, and deep
 - **“5-5 cadence”** - five-count inhale and five-count exhale



Mental Control

- **Mental control**—quiet the analytical mind, focus on what’s happening now (the feel and rhythm of your breath)

Emotional Control

- **Emotional control**— “park” your counterproductive emotions in a parking lot nearby



“When you own your breath, nobody can steal your peace.” - Author Unknown

Deliberate Breathing Practice

- Deliberate Breathing focused on a **5-second cadence**
- Deliberate Breathing focused on a **physical sensation**
- Deliberate Breathing focused on a **relaxation cue**
- Deliberate Breathing focused on a **positive emotion**



Record any notes you have about practicing Deliberate Breathing (such as the cues you used or which method you liked best):

Personal After Action Review (PAAR): Confidence Builders

- After you complete the major event, record at least 3 personal successes from the event (**Confidence Builders**)

1	<i>I followed every one of Drill Sergeant's coaching commands and responded with a confident voice</i>
2	
3	
4	

PAAR: Competence Builders

- Now add up to 3 corrections and/or improvements to make in order to get better (**Competence Builders**)

1	<i>Next time, I will use Deliberate Breathing more consistently</i>
2	
3	
4	

PAAR: Recovery Plan

- Record how you will recover following this event

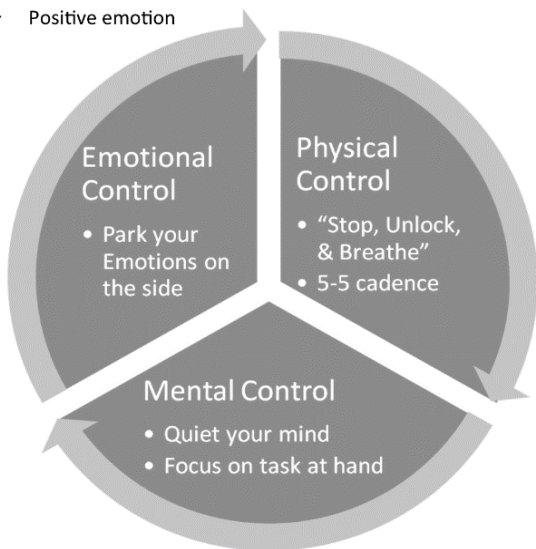
1	<i>I will take a minute or two in between events and 5 minutes before bed to "Stop, Unlock, and Breathe"</i>
2	

"Mentally tough athletes are really good at making adjustments and doing them quickly. They look for a lesson in it, and if there is none, they move on."

-Chris Carr, sports psychologist who works with U.S. Olympic teams

Deliberate Breathing in Review

- **Practice Deliberate Breathing BEFORE** challenges to build and access your Composure Under Fire
- Choose from three different topics to think about during Deliberate Breathing
 - 5-second cadence
 - Physical sensation
 - Relaxation cue
 - Positive emotion



Mini-Module: Imagery and Routines



49

Imagery and Routines Overview

- What is it?
 - **Imagery:** Purposeful daydreaming or visualization to help you get ready for an event
 - **Routines:** Standard procedures
- How does it work?
 - Use Imagery to develop a routine
 - **Imagery**
 - Brain can't tell the difference between reality and an imagined event so your body responds like the event is real
 - Improves "muscle memory," strengthens the mental blueprint of skills
 - **Routines:** Actions done so often in a particular order to prepare you mentally and physically to perform so that you can focus on WIN

Adjust Your Thoughts

Acceptance (Accepting Reality)

Restructure Your Thoughts

Self-Talk

Attention Control & Confidence

Imagery & Routines

Using Mental Imagery

- Elite athletes, very successful people report using Imagery
 - Michael Phelps
 - Jim Thorpe
- Mental imagery + physical practice are best
 - Mental Imagery is better than nothing
- Science shows highly skilled individuals use Imagery more than less-skilled people

"He's the best I've ever seen and maybe the best ever in terms of visualization. He will see exactly the perfect race. He'll see it like he is in the stands and he'll see it like he's in the water."

-Bob Bowman, coach of Olympic swimmer Michael Phelps

Using a Routine

- You already use routines, but now you will consciously create one for RM
- Firing routines improve performance because they:
 - Help you focus on how you shoot, not the results
 - Keep your mind on the present mission
- To develop an effective firing routine:
 - Shoot and think the same way every time
 - Keep your Thoughts simple
 - Practice and rehearse it often

Gladiator Routines



51

“Ready, Set, Go”

TEA

Thoughts

Energy

Attention



“Ready” Your Thoughts

- Use “**ready**” as cue word when preparing for event
- Thoughts should be productive **Self-Talk** (like Self-Talk involved in Goal Setting)
- Keep it simple
- Use **Imagery** to see your success



Productive Self-Talk Statement:
See the target, hit the target!

Productive Self-Talk Statement Ideas:

“Set” Your Energy

- Just before the event, **embrace your nervousness**
 - Accept and thank your body for the extra adrenaline
- Be comfortable being uncomfortable
- **Deliberate Breathing**
 - “Stop, Unlock, and Breathe”
- Include this stage in your Imagery



Energy Cue:

Alert and Focused

Energy Cue Ideas:

Focus Attention and Let “Go”

- When it’s time for the event, focus attention where you need it, on **the WIN that helps you fire your weapon**
- Then let “Go” and fire **with your eyes and not your brain**



Attention to WIN:
*Breathe, Relax,
Aim, or Squeeze*

Attention to your WIN:

Imagery and Routines in Review

- Before the Event: “**Ready**” Your Thoughts
 - Use productive Self-Talk
 - Use Imagery to visualize all three stages
 - Keep it simple
- Just Before the Event: “**Set**” Your Energy
 - Embrace nervousness
 - Be comfortable being uncomfortable
 - Deliberate Breathing
- During the Event: Focus Attention and “**Go**”
 - Focus on your WIN to help you fire your weapon
 - Fire with your eyes, not your brain



“Excellence is an art won by training and habituation.... We are what we repeatedly do. Excellence, then, is not an act but a habit.” -Aristotle

Appendix D: Basic Connections

Basic Connections: Our ability to recognize, be aware of, regulate and express our emotions. Using the basic connections Figure D-1, below will help in the process to identify ways to learn and connect with emotional behaviors.

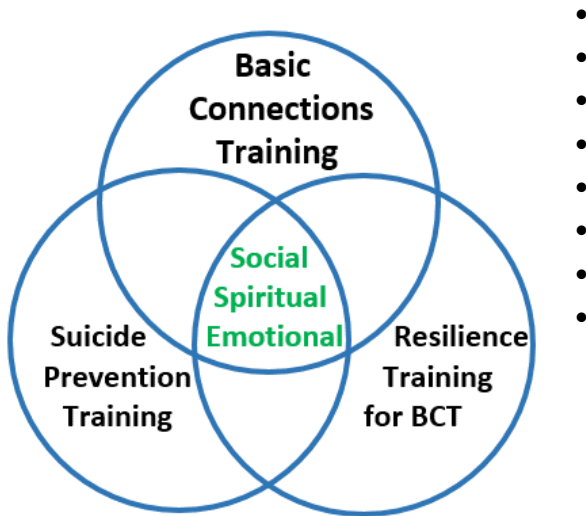


Figure D-1 Basic Connections

When you're going through something challenging, NAME the emotion that you're experiencing in figure D-2. The emotions wheel will help identify ways to understand that emotion.

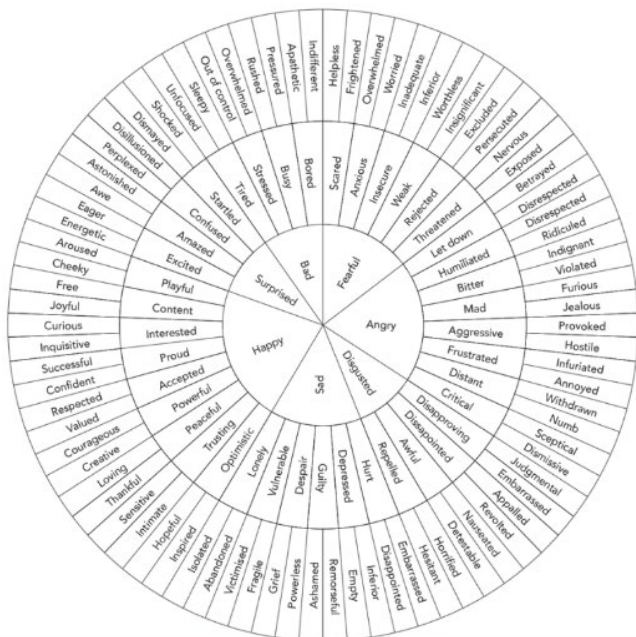


Figure D-2. Recognize, be aware of, regulate and express our emotions wheel

Appendix E – U.S. Army Historical Vignettes

U.S. Army History Vignettes For Basic Combat Training



Table of Contents

Red Phase

American Revolution and the Early Years of the Republic:

Winning and Maintaining Our National Independence

Delaware and Trenton

Valley Forge

Cowpens

New Orleans

Civil War: Preserving the Nation and Liberating the Oppressed

Gettysburg

Vicksburg

WWI: Defeating International Aggression

Meuse-Argonne Offensive

Ardennes Forest

WWII: Anvil of Victory

Omaha Beach, Normandy

Battle of the Bulge

The Battle of Leyte

Hacksaw Ridge

Figure E-1. Historical vignettes

Table of Contents

White Phase

WWII: Anvil of Victory

Holtzwihr, France

The Battle Castle Itter

Korea: Countering Aggression

Kangdong

Vietnam: Containing Communism

Loc Ninh

Bien Hoa

Blue Phase

Iraq: Overthrowing Tyranny

The Battle of Baghdad

Baghdad

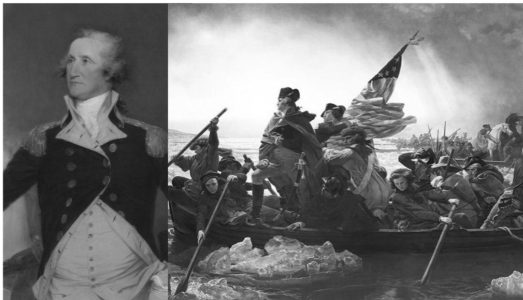
Afghanistan: Sustained Land Combat


Kamdesb

Delaware and Trenton: After several months of tactical defeats, General Washington realized that without decisive action, the Continental Army was likely doomed. Running out of viable options, he planned a daring, and successful assault on the Hessian garrison at Trenton.

Hero of the Battle: General (GEN) George Washington; Continental Army. With weather conditions being dire, morale being low, and lacking proper equipment, the Continental Army, led by GEN Washington, crossed the icy Delaware River and began its march on the city of Trenton on Christmas day 1776. The American attack commenced on the morning of 26 December and by noon Washington's force had moved back across the Delaware River into Pennsylvania, taking their prisoners and captured supplies with them.

Central Message: Soldiers are disciplined, mentally and physically tough.

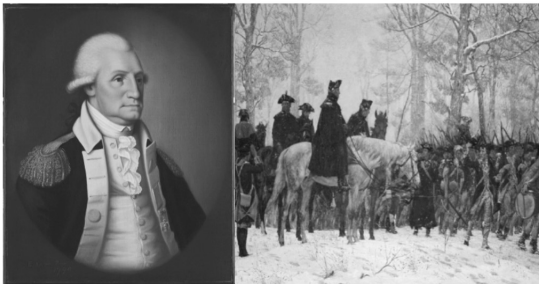




Valley Forge: On December 19th, 1777, General Washington led 12,000 Soldiers to their winter encampment at Valley Forge, Pennsylvania. GEN Washington's Soldiers trudged into camp, their feet bloody from a lack of proper footwear and hundreds of miles marched during a long campaign season. Though the Soldiers were half-starved, ill-equipped and poorly clothed, they persevered and received intense training and discipline. On June 19th, 1778, six months after arriving at Valley Forge, the Continental Army pursued the British forces who were moving towards New York City. Washington's Soldiers engaged the British at the Battle of Monmouth. Strengthened by the hardships they had already overcome and the training they had received, the Americans defeated the British and prevented the attack on New York.

Hero of the Battle: General (GEN) George Washington; Continental Army. While at Valley Forge, General Washington greatly enhanced the discipline, training, supply and morale of his Soldiers in part because he shared the hardships they all faced, ensuring that the Continental Army emerged as the professional fighting force that he would lead to victory over the British, thus securing American independence.

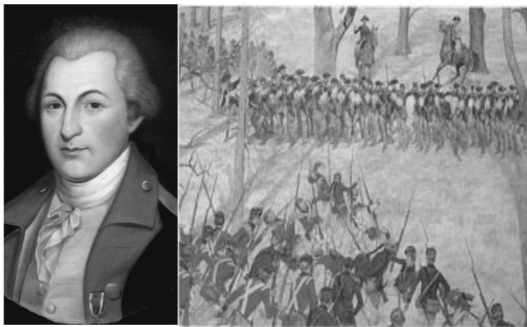
Central Message: Soldiers are disciplined, physically and mentally tough.




Cowpens: On January 17th, 1781, British forces attacked American militia and regular positions near Cowpens, South Carolina. The British Commander, having little regard for the abilities, discipline or training of the American force, massed his forces in a frontal assault. But the American Soldiers were well-prepared, and they enveloped the British Forces, resulting in an overwhelming American victory.

Hero of the Battle: Lieutenant Colonel (LTC) John Eager Howard, 5th Maryland Regiment, Continental Army. Commanding the Continental forces during the battle, LTC Howard baited the advancing British to pursue him up rising ground. Once the Americans achieved the full advantage of the high ground, Howard ordered his men to turn and fire, stunning the British lines. Howard then ordered a bayonet charge that thoroughly routed the enemy and ensured victory. For his actions, he was awarded the Congressional Silver Medal.

Central Message: Soldiers are members of the Total Army team.

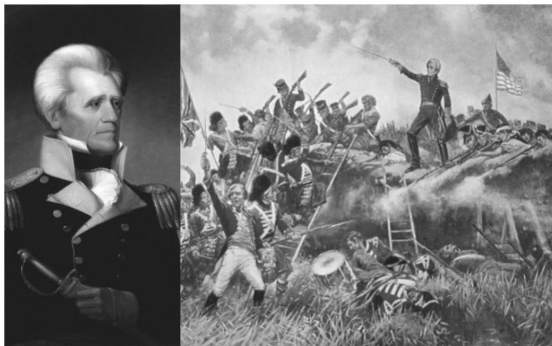




The Battle of New Orleans: A series of engagements fought between December 1814 and January 1815, constituting the last major battle of the War of 1812. After defeating Napoleon in Europe earlier that year, Great Britain redoubled its efforts against its former colonies. If Great Britain could seize New Orleans, it would gain dominion over the Mississippi River and hold trade of the entire American South under its thumb.

Hero of the Battle: Major General (MG) Andrew Jackson; 7th Military District, U.S. Army. Although the American forces, under MG Jackson, were vastly outnumbered, the Battle of New Orleans was remarkable for both its brevity and lopsided lethality, with a total loss of British soldiers estimated at 2,600, and American losses at less than 100.

Central Message: Soldiers never accept defeat and never quit.



Gettysburg: On the second day of the Battle of Gettysburg, Union forces were recovering from initial setbacks and hastily regrouped into defensive positions on a line of hills South of the town. Sensing a momentary vulnerability of the Union forces, the Confederates began an attack against the Union left flank.

Hero of the Battle: Colonel (COL) Joshua Chamberlain; Commander of the 20th Maine Regiment, Union Army. During the attack, COL Chamberlain quickly understood the strategic significance of holding the small hill (later known as Little Round Top). With many casualties and low ammunition, COL Chamberlain ordered his left wing to initiate a bayonet charge which he led himself, thus saving the flank and holding the position for the Union Army.

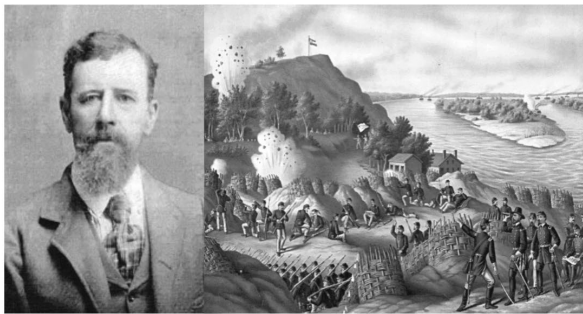
Central Message: Soldiers always place the mission first.



Vicksburg: The Battle of Vicksburg was the culmination of a long land and naval campaign by Union forces to capture a key strategic position during the Civil War. President Lincoln recognized the significance of the town and said that, "Vicksburg is the key, the war can never be brought to a close until that key is in our pocket."

Hero of the Battle: Private (PVT) Uriah Brown, 30th Ohio Infantry, Union Army. During the Battle of Vicksburg, despite the death of his captain at his side during an assault, he continued carrying a log to the defense ditch. While he was laying the log into position he was shot along with several of his comrades. Despite his wounds and intense fire, PVT Brown dragged 5 of the other wounded Soldiers from the ditch and put them in a place of safety.

Central Message: Soldiers never leave a fallen comrade.






Meuse-Argonne Offensive: In October 1918, the Allied Expeditionary Force conducted the last major offensive of World War I (WWI). It was one of the largest American military operation in history, involving more than 1.2 million Soldiers. American forces fought from trenches, across barbed wire, and through dense forests to defeat the heavily fortified enemy. The campaign was a success and led directly to an Allied victory in WWI.

Hero of the Battle: Sergeant (SGT) Alvin York; 328th Infantry, 82nd Division. SGT York was one of the most decorated Soldiers of WWI. He led an attack on a series of German machinegun nests, capturing 35 machineguns, defeating 25 enemy personnel, and taking 132 prisoners. For his actions, he was awarded the Medal of Honor.

Central Message: Soldiers always place the mission first.





Ardennes Forest: Attack on Hill 188, Champagne Marne Sector, France, WWI. By the fall of 1918, the Central Powers were unraveling on all fronts, and during the Meuse-Argonne Offensive, Corporal (CPL) Stowers' unit was tasked with attacking Hill 188, key terrain in his unit's assigned sector.

Hero of the Battle: CPL Freddie Stowers; 371st Infantry Regiment, 93rd Infantry Division (Colored). On September 28, 1918, after only a few minutes into the attack on Hill 188, the enemy ceased fire and began climbing out of the trenches with their hands up as if to surrender. As CPL Stowers' moved forward within 100 meters, the enemy jumped back into the trenches and opened up with interlocking bands of machine gun and mortar fire causing well over 50% casualties to Stowers' unit. CPL Stowers took charge and inspired the remaining men to follow him in the attack. During this attack, CPL Stowers was mortally wounded, but still pressed forward urging on the members of his squad until he died, inspiring his entire company to press the attack until Hill 188 was captured. For his actions that day, he was posthumously awarded the Medal of Honor.

Central Message: Soldiers never accept defeat and never quit.





Omaha Beach, Normandy: On June 6th, 1944, American and allied forces crossed the British Channel and attacked the fortified German positions in Normandy, France. American Soldiers at Omaha Beach used individual movement techniques to negotiate mines, fortifications, and various other obstacles in order to defeat the enemy. Their dedication and fortitude ensured victory in the most important battle of World War II.

Hero of the Battle: Technician 5th Grade John Pinder; 16th Infantry Regiment, 1st Infantry Division. During the invasion, Technician Pinder was responsible for carrying vital communications equipment to shore. He was wounded almost immediately, but continued to brave machinegun and sniper fire to move equipment from the surf to the beach. He was wounded twice more, but refused medical treatment. He died of his wounds, but not before establishing a critical communications link for the invasion force. For his actions, he was awarded the Medal of Honor.

Central Message: Soldiers are trained and proficient in their Warrior Tasks and Battle Drills.





Battle of the Bulge: In December 1944, more than 200,000 German troops and nearly 1,000 tanks launched a counter-offensive that was intended to cut through the Allied forces in a manner that would turn the tide of the war in Germany's favor.

Hero of the Battle: Sergeant (SGT) Jose Lopez; 23rd Infantry, 2nd Infantry Division. During a German attack during the Battle of the Bulge, SGT Lopez's company was about to be flanked by the advancing German infantry. SGT Lopez moved his heavy machine gun to the company's flank and single handedly cut down over 100 advancing German soldiers ensuring his company was not enveloped and allowing it to withdraw successfully, which gave other forces time to build a line and repel the enemy drive. For his actions, he was awarded the Medal of Honor.

Central Message: Soldiers are proficient in their Warrior Tasks and Battle Drills.




The Battle of Leyte: The amphibious invasion of the Gulf of Leyte in the Philippines in late 1944 aimed to recapture and liberate the entire Philippine Archipelago after nearly three years of Japanese occupation. For the U.S., capturing the Philippines was a key strategic step in isolating Imperial Japan's hold on the Pacific theater.

Hero of the Battle: Private First Class (PFC) Dirk Vlug; 126th Infantry Regiment, 32nd Infantry Division. PFC Vlug was manning a roadblock on the Ormoc Road when his unit was attacked by heavily armed Japanese tanks. Reacting on instinct, PFC Vlug armed himself with a bazooka and 6 rounds of ammunition before charging the tanks. He single-handedly destroyed all 5 tanks. For his actions that day, he was awarded the Medal of Honor.

Central Message: Soldiers are proficient in their Warrior Tasks and Battle Drills.

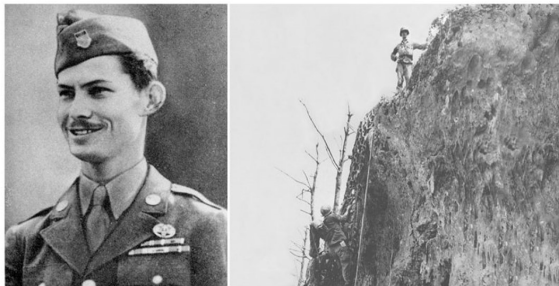




Hacksaw Ridge: In May of 1945, the 77th Division was engaged in combat on the Japanese island of Okinawa. The unit took heavy casualties while fighting in caves and along ridgelines, but the Division was able to seize the key terrain, and Army medics proved crucial in the saving and evacuation of wounded Americans.

Hero of the Battle: Private First Class (PFC) Desmond Doss; 307th Infantry, 77th Infantry Division. Army medic PFC Doss, who repeatedly risked his life to save fallen comrades, and though he was wounded four times, kept treating and moving wounded Soldiers to safety. He saved the lives of at least 75 American Soldiers. For his actions, he received the Medal of Honor.

Central Message: Soldiers never leave a fallen comrade.






Holtzwihr, France: On a frigid afternoon in January 1945, the 15th Infantry Regiment was attacked by an estimated 250 German infantrymen and six tanks, who were determined to capture the Bois da Riedwihr from the Americans.

Hero of the Battle: Second Lieutenant (2LT) Audie Murphy, 15th Infantry Regiment, 3rd Infantry Division. On January 26th, 1945, 2LT Murphy's company was attacked by six tanks and waves of German infantry. He ordered his men to withdraw to positions in the woods while he directed artillery from his command post. As the Germans continued to advance, he mounted a burning tank destroyer and engaged the enemy with machinegun fire. Despite being wounded in the leg and being exposed to enemy fire from three sides, he continued to repel the enemy, inflicting approximately 50 casualties before exhausting his ammunition. For his actions, he was awarded the Medal of Honor.

Central Message: Soldiers never accept defeat.





Battle of Castle Itter: During World War II, French diplomats that were prisoners of the German Forces were held at Castle Itter in Austria. In May of 1945, with defeat looming for Germany, the German High Command ordered the guards to kill all of the prisoners. The guards refused. They were able to surrender to an American tank company, and the German and American units fought side-by-side to repel a German SS unit that had been sent to finish the job. Ultimately, they were able to defeat the attacking force and save the prisoners. This incident reminds us that acting morally and ethically transcends political, geographical or military differences.

Hero of the Battle: Captain (CPT) John C. Lee; Tank Battalion, 12th Armored Division. CPT Lee led his four tanks and eleven German Soldiers in defense of the castle against 150-200 German SS troops, inflicting massive enemy casualties and forcing their withdrawal. For his actions, he was awarded the Distinguished Service Cross.

Central Message: Soldiers are experts and professionals.




Kangdong: In November of 1950, in Kangdong, Korea, Bravo Company, 187th Airborne Infantry Regiment was conducting combat operations when the enemy launched a strong attack in order to capture key terrain.

Hero of the Battle: Corporal (CPL) Joe Baldonado; 1st Battalion, 187th Airborne Infantry Regiment. During the attack, CPL Baldonado emplaced his weapon in an exposed position and delivered a withering stream of fire on the advancing enemy, causing them to fall back in disorder. The enemy concentrated all their fire on CPL Baldonado's gun and attempted to knock it out by rushing the position. Several times, grenades exploded extremely close to CPL Baldonado but failed to interrupt his continuous firing. The enemy made repeated attempts to storm his position but failed each time with high casualties, before a final attack on CPL Baldonado's position resulted in his death. CPL Baldonado was posthumously awarded the Medal of Honor.

Central Message: Soldiers never accept defeat.





Loc Ninh: On May 2nd, 1968, 12 American Special Forces Soldiers and 9 South Vietnamese Montagnards (French trained Vietnamese Special Forces) were completely surrounded by a North Vietnamese infantry battalion of about 1,000 Soldiers. Hearing their desperate radio calls, Staff Sergeant (SSG) Roy Benavidez boarded a helicopter, armed only with a knife, and went to aid his trapped and wounded comrades.

Hero of the Battle: SSG Raul "Roy" Benavidez; Detachment B56, 5th Special Forces Group (Airborne). During the mission, SSG Benavidez was shot 7 times, received multiple bayonet wounds, and suffered 27 separate shrapnel wounds. Even though he was wounded multiple times, he was able to rally the remaining Soldiers, establish a perimeter, render aid and assist in the evacuation of his wounded comrades, saving eight of them. He even retrieved classified documents while repelling the enemy assaults. For his actions, he was awarded the Medal of Honor.

Central Message: Soldiers overcome fear and place the mission first.






Bien Hoa: On November 8th, 1965, U.S. forces conducting a patrol near Bien Hoa, Vietnam found themselves ambushed by a Viet Cong force that outnumbered them six to one.

Hero of the Battle: Specialist 6th Class (SP6C) Lawrence Joel; 503rd Infantry, 173rd Airborne Brigade. After treating the men wounded by the initial burst of gunfire, SP6C Joel bravely moved forward to assist other wounded comrades. Even after being shot in the leg twice, SP6C Joel continued to shout words of encouragement to fellow Soldiers, and continued to search for wounded, exposing himself to hostile fire. After the 24 hour battle subsided, snipers continued to harass SP6C Joel's company. Throughout the battle, SP6C Joel never lost sight of his mission as a medic and continued to comfort and treat the wounded until his own evacuation was ordered. For his actions that day, SP6C Joel was awarded the Medal of Honor.

Central Message: Soldiers Never Leave a Fallen Comrade.





The Battle of Baghdad: In April of 2003, 30,000 American ground forces, supported by British and American aircraft, engaged 45,000 Iraqi Soldiers. Using superior speed and firepower, American forces inflicted massive casualties upon the enemy. The superior training, discipline and fitness of the American Soldiers enabled them to dominate the enemy across a variety of terrain, including urban, industrial and farmland.

Hero of the Battle: Sergeant First Class (SFC) Paul Ray Smith; 11th Engineer Battalion, 3rd Infantry Division. An engineer assigned to Bravo Company, 11th Engineer battalion, SFC Smith observed a company-sized enemy element about to attack his position. He organized a defense with the two platoons at his disposal and two armored vehicles. When one of the vehicles became disabled, he exposed himself to enemy fire to rescue the three wounded crewmembers. He secured a .50 cal. machinegun and began firing at the advancing enemy. He was mortally wounded, but not before inflicting roughly 50 enemy casualties. For his actions, he was awarded the Medal of Honor.

Central Message: Soldiers are physically and mentally tough.




Baghdad: In March of 2005, about 30 miles South of Baghdad, two convoys were about to converge at a crossroads when they were attacked by the largest group of insurgents to ever attack a convoy. The stretch of road was guarded by the 617th Military Police (MP) Company. Upon hearing about the attack, the unit came racing into the fight.

Hero of the Battle: Sergeant (SGT) Leigh Ann Hester, 617th Military Police Company, Kentucky Army National Guard. SGT Hester led her Soldiers on a counterattack of anti-Iraqi (insurgent) forces who were ambushing her convoy with small arms, machine guns, grenades, and Rocket Propelled Grenades (RPG). SGT Hester maneuvered her team through the kill zone and assaulted a trench killing 3 insurgents with her rifle. For her actions that day, she was awarded the Silver Star.

Central Message: Soldiers are physically and mentally tough.





Kamdesh: On October 3rd, 2009, Taliban forces attacked Combat Outpost Keating near Kamdesh, Afghanistan. Cut off from any support, 60 American Soldiers defended against an attacking force of more than 300 enemies. Though isolated and significantly outnumbered, the American forces were able to rely on their resilience and marksmanship to inflict approximately 150 enemy casualties.

Hero of the Battle: Staff Sergeant (SSG) Clinton Romesha; 3-61 Cavalry, 4th Brigade Combat Team, 4th Infantry Division. SSG Romesha led an element to retake the ammunition depot which had been overrun. Despite being wounded, he personally destroyed several enemy positions and accurately directed air support to destroy 30 Taliban enemy fighters. For his actions, he was awarded the Medal of Honor.

Central Message: Soldiers are guardians of freedom.



This page left intentionally blank.

Appendix F – Sample Medical Forms

See the Soldier's Manual of Common Tasks for sample 9-line MEDEVAC request. Figure F-1 below identifies the line items required.

9 Line MEDEVAC Request	
Item	Evacuation Request Message
Location of pickup site	14 RNT 40468219
Radio frequency, call sign, and suffix	FM 34.20, Witch Doctor, 149
Number of patients by precedence	C-1
Special equipment required	A
Number of patients by type	D-1
Security of pickup site (wartime)	P
Number and type of wound, injury, or illness (peacetime)	1 gunshot wound to right leg
Method of marking pickup site	C
Patient nationality and status	A-1
NBC contamination (wartime)	If not applicable, omit from transmission
Terrain description (peacetime)	Flat terrain, open field with loose soil

Figure F-1. 9 Line MEDEVAC request

See figure F-2 for a sample DD Form 1380 (Tactical Combat Casualty Care (TCCC) Card) below when preparing a Soldier for transport.

TACTICAL COMBAT CASUALTY CARE (TCCC) CARD

BATTLE ROSTER #: _____
 EVAC: ☐ Urgent ☐ Priority ☐ Routine

NAME (Last, First): _____ **LAST 4:** _____
GENDER: ☐ M ☐ F **DATE** (DD-MMM-YY): _____ **TIME:** _____
SERVICE: _____ **UNIT:** _____ **ALLERGIES:** _____

Mechanism of Injury: (X all that apply)
☐ Artillery ☐ Blunt ☐ Burn ☐ Fall ☐ Grenade ☐ GSW ☐ IED
☐ Landmine ☐ MVC ☐ RPG ☐ Other: _____

Injury: (Mark injuries with an X)

TQ: R Arm
 TYPE: _____
 TIME: _____

TQ: L Arm
 TYPE: _____
 TIME: _____

TQ: R Leg
 TYPE: _____
 TIME: _____

TQ: L Leg
 TYPE: _____
 TIME: _____

Signs & Symptoms: (Fill in the blank)

	Time			
Pulse (Rate & Location)				
Blood Pressure	/	/	/	/
Respiratory Rate				
Pulse Ox % O2 Sat				
AVPU				
Pain Scale (0-10)				

DD Form 1380, JUN 2014 TCCC CARD

BATTLE ROSTER #: _____
 EVAC: ☐ Urgent ☐ Priority ☐ Routine

Treatments: (X all that apply, and fill in the blank) **Type**

C: TQ: ☐ Extremity ☐ Junctional ☐ Truncal _____
 Dressing: ☐ Hemostatic ☐ Pressure ☐ Other _____
A: ☐ Intact ☐ NPA ☐ CRIC ☐ ET-Tube ☐ SGA _____
B: ☐ O2 ☐ Needle-D ☐ Chest-Tube ☐ Chest-Seal _____

C:

	Name	Volume	Route	Time
Fluid				
Blood Product				

MEDS:

	Name	Dose	Route	Time
Analgesic (e.g., Fentanyl, Morphine)				
Antibiotic (e.g., Moxifloxacin, Ertapenem)				
Other (e.g., TXA)				

OTHER: ☐ Combat-Pill-Pack ☐ Eye-Shield (☐ R ☐ L) ☐ Splint
☐ Hypothermia-Prevention Type: _____

NOTES:

FIRST RESPONDER
NAME (Last, First): _____ **LAST 4:** _____
 DD Form 1380, JUN 2014 (Back) TCCC CARD

Figure F-2. Tactical Combat Casualty Care (TCCC) card

Appendix G – Soldier's Notes

[illegible]

[illegible]

Glossary

AAFES	Army Air Force exchange services
ACE	Ask, Care, Escort
ACFT	Army Combat Fitness Test
ACT	Army Career Tracker
ACP	Army Credentialing Program
ACU	Army combat uniform
AER	Army Emergency Relief
AGSU	Army Green Service Uniform
AIT	advanced individual training
ALARACT	all Army activities (Army general message address)
APFU	Army Physical Fitness Uniform
AR	Army Regulation
ARNG	Army National Guard
ASU	Army service uniform
ASVAB	Armed services vocational aptitude battery
BCT	Basic Combat Training
CA	Credentialing Assistance
DEERS	Defense Enrollment Eligibility Reporting System
DA	Department of the Army
DD	Department of Defense (form)
DNA	Deoxyribonucleic acid
FICA	Federal Insurance Contributions Act
FM	Field manual
FTX	field training exercise
FUA	first unit of assignment
GWS	Google Workspace (Army)
HPDT	high physical demand test
IET	Initial Entry Training

LDRSHIP	Loyalty, Duty, Respect, Selfless Service, Honor, Integrity, and Personal Courage
LES	leave and earning statement
MAPS	Manual of Applied Performance Skills
MEO	military equal opportunity
MEPS	military entrance processing station
MOS	military occupational specialty
NCO	noncommissioned officer
OPAT	Occupational Physical Assessment Test
OSUT	One Station Unit Training
PL	Platoon leader
PSG	Platoon sergeant
SARC	sexual assault response coordinator
SFL	Soldier for life
SGLI	Service Member's Group Life Insurance
SHARP	Sexual Harassment/Assault Response And Prevention
SOP	Standard operating procedure
STP	Soldier Training Publication
SQD LDR	Squad leader
TASP	Total Army Sponsorship Program
TRICARE	Tri-service Health Care
USAR	U.S. Army Reserve
VA	victim advocate
WTBDs	warrior tasks and battle drills

Army Definitions

A

Advanced Individual Training- a training course where Soldiers learn skills in a specific military occupational specialty.

Army Values- values that characterize the Army's professionalism and culture, and describe the ethical standards expected of all Soldiers.

Army Emergency Relief- A private nonprofit organization incorporated in 1942 by the Secretary of War and the Army Chief of Staff to assist Soldiers.

Army Ethics- The evolving set of laws, values, and beliefs, embedded within the Army culture of trust that motivates and guides the conduct of Army professionals bound together in common moral purpose.

Army Professional- A member of the Army Profession who meets the Army's certification criteria of competence, character, and commitment.

B

Base- the element around which a movement is planned or regulated.

Basic Allowance for Housing (BAH).

Basic Combat Training- a training course that transforms civilians into Soldiers.

Buddy team- two Soldiers in the same unit who look after each other at all times.

Bugle call- the musical signal that announces scheduled and certain non- scheduled events on an Army installation.

C

Cadence- a uniform rhythm or number of steps or counts per minute.

Chaplain- a spiritual support officer available to every Soldier.

Code of Conduct- guidance on how a Soldier must conduct him or herself if captured by the enemy.

Commissioned officer- an officer who is commissioned into the U.S. Army, leaders with the authority to command Soldiers.

Conditioning drill- a strength and mobility activity that helps Soldiers improve their functional strength, postural alignment, and body mechanics as the exercises relate to the quality performance of Warrior Tasks and Battle Drills.

D

Distance- the space between elements that are one behind the other; the distance between individuals is an arm's length, plus 6 inches, (152.4 mm) or approximately 36 inches (914.4 mm) measured from the chest of one Soldier to the back of the Soldier immediately to his front.

Double time- a cadence of 180 counts (steps per minute).

Drill command- an oral order given by a commander or leader, usually in two parts; the preparatory command states the movement to be carried out and gets you ready to execute the order; the command of execution tells when the movement is to be carried out.

Drill sergeant- a highly educated, qualified noncommissioned officer and the primary instructor in IET who transform civilians into Soldiers.

Duty- to fulfill your obligations.

E

Element- an individual, squad, section, platoon, company, or larger unit formed as part of the next higher unit.

Equal opportunity- equal treatment for military personnel, and civilian employees without regard to race, color, religion, sex, or national origin.

F

File- a column that has a front of one element.

Formal complaint- Allegation of unlawful discrimination and/or harassment that is submitted in writing to proper authority and processed through official complaint channels.

Formation- an arrangement of the unit's elements in a prescribed manner such as a line formation in which the elements are side-by-side, and column formation in which the elements are one behind the other.

Fraternization- - personal relationships between Soldiers of different grades (including between permanent party members and IET Soldiers); regardless of Service or sex; that create an actual or clearly predictable perception of undue familiarity; compromise or appear to compromise the integrity of supervisory authority or the chain of command; cause actual or perceived partiality or unfairness; involve, or appear to involve, the improper use of grade or rank or position for personal gain; are or are perceived to be, exploitative or coercive in nature; or create an actual or clearly predictable adverse impact on discipline, authority, morale, or the ability of the command to accomplish its mission. Violations are punishable under the UCMJ.

Front- a space from one side to the other side of a formation and includes the right and left elements.

G

Guide- the person responsible for maintaining the prescribed direction and rate of march.

H

Head- a column's leading element.

Honor- to live up to the Army Values.

I

Informal complaint- Allegations of unlawful discrimination, harassment (hazing, bullying, or discriminatory harassment), or sexual harassment that do not require written documentation. These complaints may be voiced to the offending party, to someone in a position of authority, or both. The intention is that the offending behavior will cease with no further action required.

Interval- the space between side-by-side elements.

L

Leave and earnings statement- a detailed pay statement issued at the end of each month to military service members, retirees, and DA civilians; statement contains nine sections related to military earnings and leave.

Loyalty- to bear true faith and allegiance to the U.S. Constitution, the Army, your unit, and other Soldiers.

M

Marksmanship badge- a badge awarded to individuals who qualify, because they have demonstrated some special proficiency or skill; a badge worn to indicate the individual's prowess with specific weapons, pistols, and/or rifles and during specified competitions, matches, or practice exercises.

Medal- Commemorative, campaign, and service medals are issued to Soldiers who take part in particular campaigns or periods of service for which a medal is authorized.

Medal of Honor- the highest and most rarely awarded decoration conferred by the U.S. The medal is awarded for conspicuous gallantry and intrepidity at the risk of his or her life above and beyond the call of duty while engaged in an action against an enemy of the U.S.

Military time- a timetable based on the 24-hour clock system.

N

Noncommissioned officer (NCO) - a senior enlisted technical expert, combat leader, mentor, and primary advisor to the commander.

O

Oath of Enlistment- the oath Soldiers make to officially enlist into the U. S. Army; the oath to support and defend the United States of America and the U.S. Constitution

One-Station-Unit-Training (OSUT) - basic combat training and advanced individual training combined into one course.

Occupational Physical Assessment Test (OPAT) - Test to assess physical ability to perform certain requirements to receive training for a specific occupation in the Army.

P

Personal courage- to face and overcome fear, danger, or adversity (physical or moral).

Platoon sergeant- a highly educated Non-Commissioned Officer who supervises, manages Soldiers, and trains skills in a specific military occupational specialty.

Post- the correct place for an officer or NCO to stand in a prescribed formation.

Purple Heart- a medal awarded to persons serving in any capacity as a member of the Armed Forces who are killed or wounded (requiring treatment by a medical officer) in any action against enemies of the U.S.

Q

Quick time- a cadence of 120 counts (steps per minute).

R

Rank- a line that is only one element in depth.

Relationship (physical or sexual)- relationships between IET Soldiers and other IET Soldiers; regardless of Service or sex; violations punishable under UCMJ.

Respect- to treat people as they should be treated.

Restricted reporting- Restricted reporting allows a Soldier and/or an adult Family member 18 years or older who is a sexual assault victim, on a confidential basis, to disclose the details of his/her assault to specifically identified individuals and receive medical treatment and counseling, without triggering the official investigative process. Soldiers and qualified Family members who are sexually assaulted and desire restricted reporting under this policy should report the assault to the SARC, VA, or a healthcare provider.

Risk management- a decision-making process used to identify and eliminate or reduce risks associated with *all* hazards that have the potential to injure or kill personnel, damage, or destroy equipment, or otherwise impact mission effectiveness.

S**Sexual assault response coordinator (SARC)-**

The SARC is the single point of contact within an organization or installation that oversees sexual assault awareness, prevention, and response training; coordinates medical treatment, including emergency care, for victims of sexual assault; and tracks the services provided to a victim of sexual assault from the initial report through final disposition and resolution. The SARC is responsible for ensuring that victims of sexual assault receive appropriate and responsive care. Upon notification of a sexual assault and after receiving consent from the victim, the SARC will assign a VA to assist the victim. SARCs supervise VAs but are authorized to perform VA duties if required.

Selfless Service- to put the welfare of the Nation, the Army, and your subordinates before your own.

Service Member's Group Life Insurance (SGLI)- military life insurance.

Sexual Assault- Intentional sexual contact characterized using force, threats, intimidation, or abuse of authority or when the victim does not or cannot consent. As used in this regulation, the term includes a broad category of sexual offenses consisting of the following specific UCMJ offenses: rape, sexual assault, aggravated sexual contact, abusive sexual contact, forcible sodomy (forced oral or anal sex), or attempts to commit these offenses.

Sexual Contact- Touching or causing another person to touch, either directly or through the clothing, the vulva, penis, scrotum, anus, groin, breast, inner thigh, or buttocks of any person. With an intent to abuse, humiliate, harass or degrade any person, or to arouse or gratify the sexual

desire of any person. Touching may be accomplished by any part of the body or an object.

Sexual harassment- Conduct that involves unwelcome sexual advances, requests for sexual favors, and deliberate or repeated offensive comments of a general nature when: Submission to such conduct is either explicitly or implicitly a term or condition of a person's job, pay or career; or submission to or rejection of such conduct by a person is used as a basis for career or employment decisions affecting that person; or such conduct has the purpose or effect of unreasonably interfering with an individual's work performance or creates an intimidating, hostile, or offensive working environment and is so severe or pervasive that a reasonable person would perceive and the victim does perceive, the environment as hostile or offensive. Any use or condonation, by any person in a supervisory or command position, of any form of sexual behavior to control, influence or affect the career, pay, or job of a member of the armed forces or a DA Civilian employee. Any deliberate or repeated unwelcome verbal comment or gesture of a sexual nature related to the work environment by any member of the Armed Forces or DA Civilian employee.

Soldier- a highly dedicated, uniformed member of the U.S. Army who stands ready to defend the United States from its enemies.

Soldierization- an extensive six-phase training program in Initial Entry Training.

Soldier Training Publication (STP). Manuals used to identify training.

T

Thrift Savings Plan- a Federal Government-

sponsored retirement savings and investment plan.

TRADOC- Training and Doctrine Command.

TRICARE- the Department of Defense's worldwide health care program available to eligible beneficiaries from the uniformed services.

U

Uniform Code of Military Justice (UCMJ) – the body of laws containing the substantive and procedural law that governs members of the armed forces and the military courts.

Unrestricted Reporting- Unrestricted reporting allows a Soldier or eligible DA Civilian who is sexually assaulted and desires medical treatment, counseling, and an official investigation of their allegation to use current reporting channels (for example, the chain of command or law enforcement), or they may report the incident to the SARC or SHARP VA. Upon notification of a reported sexual assault, the SARC will immediately notify a SHARP VA. Additionally, with the victim's consent, the healthcare provider will conduct a forensic 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.

Victim advocate (VA) - Provides non-clinical crisis intervention, referral, and ongoing non-clinical support to victims. Support includes providing information on available options and resources to victims. The VA, on behalf of the sexual assault victim, provides liaison assistance with other organizations and agencies on victim care matters and reports directly to the SARC when performing victim advocacy duties. VA services are available 24 hours per day, 7 days per week.

W

Warrant officer- a technical expert, combat leader, trainer, and advisor skilled in a specific technical specialty

Warrior tasks and battle drills (WTBDs) - the critical skills Soldiers are taught in Initial Entry Training; skills Soldiers train on and use throughout their Army career.

For additional history and heritage information use QR code below





The United States of America exists because there is a U.S. Army, which is arguably the best land force the world has ever seen. The U.S. Army is an institution founded on values and a bedrock of trust between it and the American people it serves. The U.S. Army Soldier is professional, disciplined, and reflects the best of our country.

The title of Soldier is never given, it is earned, and what is earned is yours forever. Like the men and women that came before you, from the earliest days of the Revolutionary War to the Mountains of Afghanistan and the deserts of Iraq, the responsibility of defending our nation will be yours. When you graduate Basic Training, you will have earned the right to be called Soldier and your name will forever be associated with the greatest Army on Earth.

There are no ex-Soldiers, only Soldiers. Whether you decide to complete one enlistment or make the Army your career, upon completion of honorable service, you will have earned the title of Veteran or Retired Soldier but will always be a Soldier for Life. U.S. Army Soldiers, Veterans and Retirees are the strength in our communities and the leaders of our country; you will be that leader.

Once a Soldier, Always a Soldier...a Soldier for Life!

www.soldierforlife.army.mil