

**4<sup>th</sup> Infantry Division & Fort Carson  
Personnel – General**

**Green  
Book  
Standards**



**Mountain Post READY**

**Headquarters, 4<sup>th</sup> Infantry Division  
Fort Carson, Colorado  
1 August 2022**

**UNCLASSIFIED**

## IVY “READY”

**Respect** – Ivy Soldiers **Respect** each other, their equipment, their environment, and the enemy.

**Experts** – Ivy Soldiers train to become **Experts** in their craft.

**Athlete** – Ivy Soldiers leverage “training at altitude” to be **Athletes** fit to close the final yards of combat that constitute the most dangerous place on the planet.

**Discipline** – Ivy Soldiers show **Discipline** in doing the right thing when no one is looking

**You** – Ivy Soldiers look in the mirror knowing it’s up to **You** to accomplish all missions.

## THE “IVY FOUR”

**Physical Fitness** - The basis for everything we do in the Army. It sets the tone for the day, it builds comradery, Esprit de Corps, trust, and makes you feel better physically and mentally.

**Marksmanship** - All Soldiers need to be lethal experts with their assigned weapon platform.

**Small Unit Drills** - Expertise is achieved when we can conduct collective actions routinely, well executed across the full spectrum of warfighting functions.

**Medical Proficiency** - Every Soldier needs to be trained and be proficient with Tactical Combat Casualty Care.

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# Unit Crests



**HHBN**



**1st Stryker  
Brigade**



**2nd Stryker  
Brigade**



**3rd Armored  
Brigade**



**4DSB**



**4th Combat  
Aviation  
Brigade**



**4th  
DIVARTY**



**USAG  
Fort  
Carson**



**1st Space  
BDE**



**AFSBN**



**4th Engineer  
Battallion**



**759th MP  
Battalion**



**MEDDAC**



**Dental Activity  
(DENTAC)**



**627th HC**



**4th SFAB**



**10th SFG**



**71st EOD**



**13th Air Spt  
Operations  
Squadron  
(USAF)**

## PART ONE

### Commanding General's Intent:

1. **TRAIN** this Division to outfight any enemy, anywhere, under any conditions. Be **READY**.
2. **DEVELOP:**
  - a. Soldiers who are (1) fit, disciplined, and smart fighters; (2) confident in themselves, their teammates, their leaders, their equipment, and their unit; know themselves to be important members of their teams; and (4) use their initiative at every opportunity.
  - b. Leaders who are creative and aggressive problem-solvers and risk-takers, who know Standard Operations Procedures, follow correct Troop Leading Procedures, who are ruthless in preparing and conducting training to standard, who accomplish their mission regardless of the obstacle – physical, mental, or human, and who treat their Soldiers as the potential leaders they are.
  - c. Staffs at echelon, where all members are attentive to the smallest of detail in planning and preparation, actively integrate their part into the “big picture,” aggressively anticipate and solve problems, and follow-up and track until the action is complete; build staffs whose focus is swift and violent execution in the manner that the enemy least expects.
  - d. Units and cohesive teams at echelon who (1) are so trained to standard in drills and collective tasks that they can execute even when they become cold, wet, hungry, and confused, (2) adapt quickly to changing conditions, collaborate with adjacent units at the speed of combat, (4) can succeed in any environment across the spectrum.
3. **ENCOURAGE** Officers and NCOs to expand their understanding of our profession to prepare ourselves and our units for the complexity that exists on the modern battlefield.
4. **CREATE** a command climate in which (a) Soldiers and leaders are completely informed and treated with respect, (b) everyone contributes to making this Division the best it can be, (c) Soldier and leaders develop in their jobs, (d) we have time to spend with our Families, and (e) we are proud to call ourselves the “Ivy Division.”

### We will be **READY!**



Adam S. Nash  
CSM, U.S. Army  
Division Command Sergeant Major



David M. Hodne  
MG, U.S. Army  
Commanding

## PART TWO

### 1. General Policies.

- a. Army Values, READY, Golden Triangle, IVY 4.** All Soldiers will follow the Army Values and apply them to everything they do, on and off duty. 4<sup>th</sup> Infantry Division Soldiers will follow the principles of READY and the IVY 4 to guide them. Finally, Soldiers and Leaders will utilize the Golden Triangle to ensure our Soldiers health and wellbeing are placed before all things. People First can only be achieved by incorporating the Army Values, READY, the Golden Triangle, and IVY 4 principles to all that we do. We must persevere our greatest asset, OUR PEOPLE!
- b. “P Week” Methodology and Guidance.** The P Week approach, which is consistent with FM 7-0, balances priorities, achieves predictability, and creates a sustainable pace for formations at echelon. High performing units do what they say they’re going to do. 4ID Commanders plan unit training, capture P Week levels on training schedules, and post P Week calendars for maximum dissemination. The four P Weeks are P-1 (Train), P-2 (Recover), P-3 (Prepare), and P-4 (Block Leave). Leadership should minimize interference with time off, in concurrence with P-4 activities.
- c. Battle Buddy.** The battle buddy team is a tradition that dates to the earliest of times and is the best system for looking out for one another. Leaders will ensure all newly assigned Soldiers are paired with an experienced Soldier from the individual’s team, squad, or section. Soldiers should always operate as a two-person team, on or off duty. The battle buddy does not replace newly assigned Soldier’s assigned sponsors. The system does not only apply to newly assigned Soldiers: this is applicable from the most senior to the most junior 4<sup>th</sup> Infantry Division and Fort Carson Soldier.
- d. Paper and Pen.** Soldiers will always be prepared to take notes by always having paper and pen available (except during physical readiness training).
- e. Daily Uniform.** Company/Troop/Battery and Detachment 1SGs will set the daily Duty Uniform and ensure it is known throughout their formation. 1SGs will ensure they select the appropriate uniform based on the day’s tasks while mitigating risk associated with work and weather.
- f. Judgement.** All leaders are expected to exercise good judgement throughout the execution of all their duties. If a Commander’s decision veers from a known standard, the Commander should be able to tactically defend the reasons for making their decision, based on risk to force, risk to mission, and current and future weather conditions.
- g. Daily Formation/Pre-Combat Inspections.** Every Company/Troop/Battery and Detachment will conduct daily formations to facilitate accountability, reinforce discipline, instill attention to detail, and enhance NCO professionalism. The primary categories of routine inspections are morning parade, PCIs, crew/squad/section drills, and the dissemination of information.
- h. Leaders.** All Leaders should reference Army doctrine (FM, DA PAM, AR, or TC) when making decisions on anything that is not covered in this document. Base decisions on Risk to Force, Risk to Mission, and standing Army doctrine or policy. Leaders are encouraged to reference the most current doctrine at the Army Publishing Directorate at <https://armypubs.army.mil/>.

## PART THREE

**1. Personal Appearance Policies.** All Soldiers will abide by AR 670-1 and DA PAM 670-1 at all times. Soldiers will present a professional image and will continue to set the example in military presence, both on and off duty. Pride in appearance includes physical fitness and adherence to acceptable weight standards in accordance with AR 600-9. **Violation of the specific prohibitions and requirements set forth in this chapter may result in adverse administrative action and/or charges under the UCMJ.**

a. **Grooming.** Soldiers will abide by AR 670-1 and DA PAM 670-1 grooming standards.

Soldiers with shaving profiles will maintain a copy of the prescribed DA Form 3349 all times. If appropriate medical authority prescribes beard growth, the length required for medical treatment must be specified. For example, "The length of the beard will not exceed 1/4 in." (See TB MED 287)

b. **Electronic Devices.** Soldiers WILL NOT walk and talk / text while in uniform. This applies to the use of a hands-free device or when the cell phone is in speaker mode.

- Leadership will limit the use of electronic devices while training. During training events, focus needs to be on the task to be trained and not cell phones. The Chain of Command will create SOPs to enforce/reinforce this standard.

- Soldiers may use headphones, including wireless or non-wireless devices and earpieces, in uniform only while performing individual physical readiness training in indoor gyms or fitness centers IAW Army Directive 2016-20. Ear pads will not exceed 1-1/2 inches in diameter at the widest point. Soldiers may also wear a solid black armband for electronic devices in the gym or fitness center. Soldiers may **NOT** wear headphones or armbands while in uniform and outdoors. Leaders are authorized to approve their formations to play music from a media device during organized static physical readiness training IOT motivate and build esprit de corps. Music may also be played in unit gyms which includes the area around beaver fit gyms and gyms in a box. Music will be played at a volume to not interfere with other formations and will not contain profanity, degrading, or distasteful content. At no time will music be played during runs, foot marches, or by individual Soldiers for their own enjoyment.

c. **Hearing Protection.** All Soldiers are required to wear fitted non-linear hearing protection during all military training/operations involving high-frequency impulse noise that can cause injury to a Soldier's hearing.

d. **Eyewear.** Conservative civilian prescription eyeglasses are authorized for wear with all uniforms. Conservative prescription and nonprescription sunglasses are authorized for wear when in a garrison environment. Soldiers are only authorized to wear ballistic spectacle eye protection issued by the Army to include Smoke/Tinted/Clear lenses as long as they are part of the Authorized Protective Eyewear List (APEL) visit PEO Soldier for the entire Qualified Products List at [www.peosoldier.army.mil/equipment/eyewear/](http://www.peosoldier.army.mil/equipment/eyewear/). Contact lenses that change the natural color of the eyes are prohibited while in the duty uniform. Contact lenses are not authorized in field conditions.

e. **Patches.** In the garrison environment, the full color US Flag will be worn. During ceremonies, the full color unit patch may be worn (as directed). During training and in the field, Soldiers will wear the

subdued US Flag.

**2. Utility Uniforms (Class C).** All military uniforms will be worn IAW AR 670-1 and DA PAM 670-1. Leaders must understand the Mountain Post weather/environment and that temperatures may swing 50 degrees in a 12-hour period and must plan in advance. The Army Improved Hot Weather Combat Uniform (IHWCU) should not be worn in cold weather conditions IOT mitigate cold weather injuries. If worn off post, utility uniforms will be clean and serviceable. Soldiers will not wear utility uniforms off-post in any establishment which primarily serves alcohol. Under no circumstances will a Soldier consume alcohol off-post while in a utility uniform. Personnel on official travel will wear the service uniform or appropriate civilian attire.

- a. **Flight Suit.** The Army Aviation Combat Uniform (A2CU) is worn on duty when flying, on standby awaiting flight, or as directed by the commander. A2CUs are not authorized for everyday wear in garrison or office environments. Sleeves will not be pushed or rolled. Personnel wearing the A2CU outside of the flight line will blouse the trouser.
- b. **Combat Vehicle Crewman Uniform.** Soldiers may wear the combat vehicle crewman uniform on duty when prescribed by the commander for combat vehicle operations IAW CTA 50-900 and unit SOPs. The combat vehicle crewman uniform is not intended for wear as an all-purpose uniform when other uniforms are more appropriate.
- c. **Army Combat Shirt.** The Army Combat Shirt is authorized only during training events and must be worn with name tape, unit patch, and subdued US Flag. The Army Combat Shirt will **NOT** be worn off post, in Warrior Restaurants, at Shoppettes, gas stations, the PX, the Commissary, or in any other business on the installation.
- d. **Headgear.** Soldiers in uniform will wear appropriate headgear when outdoors except when it interferes with safety. When headgear is stored it will not create a bulky appearance or protrude from any pocket. At no time will wave caps, do-rags, etc. be authorized for wear underneath any headgear.
  - **Patrol Cap.** The patrol cap will be worn straight on the head so that the cap band creates a straight line around the head, parallel to the ground. No alterations to the cap are authorized. The cap is worn so that no hair is visible on the forehead beneath the cap.
  - **Beret.** The beret will be worn with the Army Service Uniform and utility uniform during ceremonies or special duties as required by the Commander or 1SG.
  - **OCP Sun "Boonie" Hat.** The "boonie" hat may be worn at the discretion of the Commander or 1SG for training or while deployed. Soldiers will **NOT** wear the "boonie" outside of the unit or training areas.
  - **Black/Coyote Brown Fleece Cap.** The fleece cap may be worn with OCP in Garrison, field, flight line, or on static guard duty when the ambient temperature, **to include wind chill, reaches 40 degrees or when designated** by the Commander or 1SG. Soldiers will wear the fleece cap snugly on the head; Soldiers will not roll the cap but can have one-fold. The fleece cap will not be worn at any off-post area, no matter the weather conditions.
  - **Neck Gaiter.** The neck gaiter is authorized and may be worn with the APFU and tactical uniforms when temperatures reach 32° F and below or when designated by the Commander or 1SG. It may be worn as a neck warmer, hood, or balaclava/mask. Neck gaiters will be removed when indoors.

- **Organizational Headgear (Baseball Caps, Stetson).** Battalion Commanders may substitute headgear with distinctive unit Organizational Headgear within the following guidelines: Individual purchase of Organizational Headgear must be voluntary and is authorized for units no smaller than Battalion or Squadron and will only display the unit insignia and logo. Organizational Headgear will be worn only in the unit's immediate area. The Cavalry Stetson will be black in color. A braided cord, rank, regimental or ordinary cavalry brass, and **THE CURRENT** Distinguished Unit Insignia will be worn on the Stetson.

- **Master Gunner Headgear.** Only graduates of the Master Gunner Course and NCOs assigned as the unit Master Gunner may wear the Ball Cap. Master Gunners are only permitted to wear the Ball Cap when serving in official Master Gunner duties and will not replace the Patrol Cap during normal duties.

e. **Cavalry Spurs.** Spurs will be worn only in the unit's immediate area or for special functions similar to Organizational headgear such as: unit dining-ins/outs, formal events, professional gatherings, and other events designated by the Squadron Commander. Under no circumstances they will be worn in the PX, Shoppette, or alike facilities. Spurs may be worn whenever the Stetson is authorized.

f. **Cadre T-Shirts.** Professional programs (Pre-Ranger, STRYKER Operator Development Course, 168<sup>th</sup> RTI (NCO Academy), Spur Rides, Sapper, etc.) may wear a Cadre T-shirt approved by their Commander. The T-shirt will only be worn in the immediate area of that program or during program training/instruction. At no time will Cadre wear the approved T-Shirt at the Warrior Restaurants, PX, Shoppettes, food court, etc. Cadre will not place their OCP blouse over their Cadre T-Shirt when entering these facilities; they must replace it with the brown T-shirt.

**3. Tactical Uniform.** Leaders will utilize the three base line uniform configurations during field training exercises or combat operations. This standard ensures that units are optimally prepared for combat. How a unit looks makes an impression on friend and foe; the standard for all IVY Soldiers is to look like a professional, skilled, READY Warrior. Standards on wear, uniformity, and maintenance depend on leader involvement and inspections. The three configurations are the **IVY DUTY Uniform**, the **IVY LIGHT Uniform**, and the **IVY READY Uniform**.

**Note 1:** No unauthorized patches will be worn on the uniform or item of equipment.

**Note 2:** All uniform guidelines are open to Commanders and 1SG modification based on appropriate Risk Assessment and Leader Judgement.

**Note 3:** Camouflage and face paint will be worn during training when appropriate. Commanders and 1SGs are encouraged to enforce the wearing of camouflage and face paint but must mitigate risk during cold weather conditions IOT assist with identification of cold weather injuries. There are no expectations that Soldiers must wear face paint during day light conditions and remove the paint during limited visibility due to cold weather conditions.

a. **Personal Protective Equipment (PPE).** All Soldiers should either have on their person or wear the following protective gear when appropriate:

- Ballistic Eye Protection (APEL approved only).
- Hearing Protection, ID card, ID Tags, and note taking material.

- Fire-retardant gloves with a leather palm.
- Knee Pad on the knees or combat pants with knee inserts.
- **Combat Application Tourniquet.** Every Soldier will have two tourniquets while wearing the IVY READY Uniform.
- PPE should be accessible and worn based on leader analysis of METT-TC.

b. **Body Armor.** Body armor will be worn closed with all buckles and hook and loop fastened, nametape, and rank. Leaders will ensure all Soldiers have the Individual First Aid Kit (IFAK) attached to the body armor or FLC/TAP system, Duty Belt, or sub belt system for training and combat operations.

c. **Ballistic Protection.** Many training events do not require ballistic protection (land navigation, foot marches, etc....) but live-fire training and collective training events with a tactical scenario and an opposing force do. When **full ballistic protection is required**, the minimum uniform requirements consists of standard field uniform (ACH, earplugs, ballistic eyewear, protective gloves) plus the base body armor. During live fire training, deployments, or when directed, Soldiers will be issued and wear front, back, and side SAPI/ESAPI ballistic plates. **Commercial body armor and plate carriers are not authorized for wear.**

d. **Combat Helmet.** The helmet will be complete with OCP cover and NVG mount. 4ID Soldiers will affix the 4ID Patch centered on the left side of the helmet cover as worn. Further additions are at the BDE Command Team's discretion.

e. **Ivy Uniform Configurations.** The following uniform configurations are the 4<sup>th</sup> Infantry Division baseline. Leaders are encouraged to utilize these baseline uniforms, but leaders may modify these configurations to fit their daily, training, and operational needs regarding risk and safety mitigation:

- **IVY DUTY Uniform.** The uniform will be a clean and serviceable OCP uniform with name tape, US Army tape, rank, colored cloth flag, and SSI. Approved, authorized, or issued boots only. Clean, serviceable patrol cap with rank and name tape. Brown T-Shirt, brown belt, ID card, ID tags, paper, and writing instrument.



- **IVY LIGHT Uniform.** Same as the IVY DUTY Uniform with the following additions: no skill badges will be worn in the IVY LIGHT Uniform unless sewn on; clean, serviceable combat helmet, approved eye protection, approved hearing protection, approved gloves, FLC/TAP worn IAW BDE/BN SOPs, knee and elbow pads (when applicable), personal hydration system, camouflage flag, and issued tourniquets and IFAK.



- **IVY READY Uniform.** Same as IVY LIGHT Uniform to include body armor with ESAPI ballistic plates. FLC/TAP is not required to be worn with body armor if the Soldier has appropriate pouches. Tourniquets and IFAK must be worn with the IVY READY Uniform. Armored Crew Member Uniforms for 3ABCT will be outlined in a BDE SOP from 3ABCT.



#### 4. Physical Readiness Training.

a. **General.** All 4<sup>th</sup> ID and Fort Carson Soldiers will conduct PRT and **READY** discussions when in garrison Monday through Friday from 0630-0800. No Soldier conducts physical readiness training alone during PRT hours, leaders conduct PRT as a group and with their respective formations. Command teams may conduct PRT as a team or split to cover their formations. No activities will interfere with scheduled PRT sessions without approval from the Battalion Commander. The first formation of the day allows leaders to teach, train, mentor, and build discipline in our ranks. The Battalion Commander is the approval authority for any PRT starting before 0630 and beyond 0800, but must allow for adequate Soldier recovery time, including personal hygiene and nutrition. If Soldiers' duties prevent them from conducting PRT during these hours, then commanders will establish PRT at an alternate time during the duty day. All PRT sessions are organized unit level activities.

b. **READY Discussions during Physical Readiness Training.** In order to reinforce the Army values and **READY** philosophy, leaders will facilitate discussions on **READY** once per week between 0730 and 0800, following physical readiness training. These discussions will take place in small groups and will focus on a different aspect of **READY** each week.

c. **Uniform.** The Army Physical Fitness Uniform (APFU) is authorized for wear on and off duty and on and off the installation unless restricted by the commander, as long as it is clean and serviceable. Soldiers must professionally represent the Army while in all or parts of the APFU (i.e. clean-shaven, appropriate locations, etc.) and will not wear into public locations following PRT if soiled or dirty. The APFU is not intended for wear as an all-purpose uniform when other uniforms are more appropriate. The APFU or OCP are authorized uniforms for physical readiness training.

d. **Foot March.** Foot marching will remain an important component in our conditioning and combat readiness. Leaders must take a thoughtful and progressive approach to prevent needless injuries and ensure sustainable combat readiness for mission accomplishment. Running or soft sole shoes will **NEVER** be worn during foot marches. Commanders and 1SGs are authorized to modify the foot-march uniform to meet the training requirements.

e. **Unit T-Shirts and Sweatshirts.** Commanders may substitute a distinctive unit t-shirt or sweatshirt for the APFU t-shirt or jacket within the following guidelines: Individual purchase of distinctive unit t-shirt must be voluntary. Authorized for units no smaller than Company, Troop, Battery, or separate Detachment. Logos must be in good taste, with no profanity or lewd images. The Hood of Hooded Sweatshirts may not be worn during training.

5. **Off-Duty Appearance.** High standards of appearance should carry over into your selection of civilian attire. Wear of appropriate attire avoids public embarrassment and promotes a sense of community. While off duty, Soldiers may dress casually and comfortably.

- **Warrior Restaurants:** Soldiers and visitors will not wear hats or sleeveless shirts. Headphones will be removed in the serving line while ordering meals.
- Clothes with obscene, slanderous, or vulgar words or drawings, or items which make disparaging comments, are not authorized on Fort Carson.

- Soldiers will wear appropriate attire when utilizing any post facilities on Fort Carson, to include AAFES, Warrior Restaurants, public buildings, public areas, or work areas and WILL NOT wear cut-off jeans or garments which expose any part of the buttocks. See-through garments normally worn as undergarments are prohibited.
- Except where footwear is not appropriate (i.e. swimming pools), bare feet are not authorized on the installation.
- Soldiers are required to always carry their Military I.D. Cards on the installation, whether on or off duty.
- Earring wear on duty in uniform, on duty in civilians, and off duty is restricted to AR 670-1 guidelines.

## PART FOUR

**1. Fort Carson Conduct.** You are expected to carry out your duties and to conduct yourself properly on and off-duty by living the Army Values, the Soldiers' Creed, READY, and representing your Unit with pride. There are civil laws which pertain to all citizens, Soldiers included, and you must obey these laws. You will use professional language in public and common areas on and off the installation. Profanity and inappropriate language is prohibited in common areas. **Soldiers will demonstrate appropriate respect for all civilian authorities on and off the installation.** Leaders will incorporate the Golden Triangle in their everyday activities. This requires Leaders to engage with their subordinates constantly. Leaders are required to conduct daily in person accountability which consist of a form of inspection (uniform, grooming standard, or piece of equipment). Leaders are also expected to discuss Army and Division standards and life events IOT remain involved with their subordinate's life.

**a. Intra-Unit Intimate Relationships.** Soldiers are highly discouraged from engaging in intimate relationships with other members of the same staff section or company-sized element. This provision is not a supplement to AR 600-20.

- An intimate relationship is defined as a romantic, sexual, or dating relationship.
- If an intimate relationship exists upon implementation of this policy or arises while this policy is in effect, both Soldiers involved must immediately inform their chains of command.
- Soldiers may request to be transferred to a different company-sized unit or staff section in order to pursue an intimate relationship without violating this policy. Commanders will consider such requests and weigh them against the interests of unit readiness and mission accomplishment.

**b. Drugs.** Possession or use of any controlled substance without a valid prescription or use of prescription drugs intended for another person is illegal. Other substances (including, but not limited to, "spice", CBD oil) deemed illegal by the Federal Drug Enforcement Administration, State of Colorado, or Department of Defense are prohibited. Despite the Colorado amendment to legalize marijuana, wrongful use or possession of marijuana on a Federal installation is a violation of federal law. Federal law continues to prohibit the use of marijuana anywhere on post. This applies to Family members of service members who live or work on post as well as those visiting.

**c. Use of Alcohol.** 4<sup>th</sup> ID and Fort Carson personnel or any personnel conducting military duties on the Fort Carson Military Reservation will not consume alcohol beverages while on duty.

**d. Off Duty Employment.** All active-duty personnel are prohibited from engaging in off-duty employment without their Battalion Commander's approval.

**2. Off-Limits Establishments.** Individuals will not enter off limits or restricted areas without authority. A list can be found on the Fort Carson website: <https://home.army.mil/carson/index.php/allservices/limit-areas>.

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

**a. Saluting.** Soldiers will salute in garrison unless instructed otherwise. Subordinates will always salute or render the greeting "STEADFAST AND LOYAL" with the response of "READY!"

**b. Reveille, Retreat, and National Anthem.** Service members (on or off duty, in or out of uniform) are expected

to render proper honors during Reveille, Retreat, and the National Anthem IAW AR 600-25. If traveling in a government or privately owned vehicle (car, motorcycle, bicycle), service members will stop and exit their vehicle and render appropriate honors. If the location or situation is unsafe to exit vehicle, at a minimum Soldiers will stop their vehicle.

#### 4. Barracks and Housing.

**a. Battalion Staff Duty Requirements.** All units will utilize a DA Form 6 for all Staff Duty and Charge of Quarters Duties maintained by the Battalion Operations Sergeant Major, 1SG, or equivalent. Battalion Command Teams will inspect this regularly and ensure its accuracy. The roster will be released at least 30 days in advance of 24-hour duty. The SDNCO/SDO on duty will be held accountable for all incidents that occur during their tour of duty. They will remain alert, diligent, and active during the entire tour of duty. All company Charge of Quarters will be in the rank of Corporal or above. All Battalion Staff Duty NCOs will be in the rank of Sergeant promotable or Staff Sergeant, no exceptions. All Brigade Staff Duty NCOs will be in the rank of Sergeant First Class or a Staff Sergeant serving in a Sergeant First Class billet, no exceptions. The Staff Duty Officer will be a warrant officer or Lieutenant. All activities will be logged on a DA Form 1594. Staff Duty/Charge of Quarters NCO will conduct regular checks in each barracks and place special emphasis during high risk hours, 2100 to 0400.

**Staff Duty/Charge of Quarters NCOs are responsible for the functionality, safety, security, and cleanliness of their unit's assigned footprint and facilities.**

Soldiers and NCOs are not allowed to sleep at any time while performing Staff Duty/Charge of Quarter duties. They will not leave the unit area for any reason during their tour of duty unless required in the execution of assigned duties. They are allowed no more than 45 minutes to consume meals. Compensatory days are at the Unit's Discretion. No Soldier will conduct duty within the first 30 days of being assigned to the unit, no exceptions.

**b. Barracks Checks.** Commanders will establish unit SOPs to enforce leadership involvement in the health and welfare of their Soldiers. At the minimum SOPs will contain the following guidance:

- **Initial.** Squad Leaders or Platoon Sergeants will conduct a joint move-in inspection with all newly assigned Soldiers. The leader will assist the Soldier identifying pre-existing damage to room or appliances, explaining the work orders process, submitting work orders to repair or replace furniture/appliances, and provide a detailed "Leader's Brief" on expectation for conduct, standards, and cleanliness of room, common areas, and around the building.
- **Leadership Presence.** Leaders will check their Soldier's room regularly to identify deficiencies, functionality, cleanliness, security, and overall safety of all rooms. The minimum requirement for leader's checks by rank is: Team Leaders will check once daily, Squad Leaders will check twice a week, Platoon Leadership will check weekly, and Company-Level Leadership will check twice a month.
- **Termination.** Squad leader or Platoon Sergeants will conduct a joint move-out inspection with all departing Soldiers. The Goal is to ensure that all rooms are maintained within the highest level of cleanliness, security, functionality, and safety.
- **Health and Welfare Inspections.** These are scheduled inspections geared to ensure the security, military fitness, or good order and discipline of the unit. Inspections must be conducted in a reasonable fashion and may utilize any reasonable natural or technological aid.
- **Room Standards.** Soldiers may arrange and decorate their rooms within the limits of good taste and IAW

with Army Values. However, poster or any display that threatens good order and discipline are not authorized (i.e. displays of nudity, alcohol glorification, racist, extremist, violent gangs, etc.) Rooms must comply with health and safety regulations. Soldiers may use civilian furniture. Soldiers may have and use microwave ovens, telephones, civilian blankets, and other comforts. Barracks residents are responsible for maintaining common-use areas.

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

**c. Gender-Based Consolidation in Barracks.** Battalion Commanders will make every effort to consolidate Soldiers of the same gender under their command into one barracks building within the battalion footprint. While barracks buildings may be mixed gender, where feasible female Soldiers will not be housed on the same floor as male Soldiers. All Soldiers will have roommates whenever possible. This provision does not apply to field or deployed environments and is not intended to impact our fully integrated work environment.

**d. Overnight Visitation.** Outside of official duties, Soldiers will not be in another Soldier's room nor have an unauthorized individual in their room in the barracks between the hours of 0000 and 0700. Command teams will conduct command visits as required to maintain good order and discipline in the barracks. Visitors are not allowed to spend the night, live in the barracks, or abuse the visitation privileges. Soldiers residing in the barracks may have visitors in their rooms from 1700 until 2200 on Duty Days and 1200 until 2400 on Non-Duty Days. Visitation is a privilege not a right and it may be revoked. Charge of Quarters will check visitor IDs and sign the visitor in using a visitor log.

**e. Alcohol Possession Limits.** Soldiers over the age of 21 who live in the barracks are authorized to possess no more than 144 oz. of beer equal to a standard 12 pack, 1,500 ml of wine equal to two standard bottles, or 750 ml of spirits equal to a metric fifth of liquor. Soldiers are not permitted to store alcohol for any other person. Soldiers under the age of 21 are prohibited from possessing any amount of alcohol. Company commanders may approve exceptions to the alcohol possession limits in this paragraph on a case-by-case basis upon request for planned social functions in the barracks. Company Commanders must ensure appropriate risk mitigation measures are in place for each event and will report all exceptions granted to their battalion commanders prior to the event.

**f. Minors.** Commanders will ensure that Soldiers residing in the Barracks understand Fort Carson Regulation regarding Minors and dependents in the barracks.

**g. Unit SOPs.** All units will develop Barracks and Housing SOPs that discuss Barracks and Housing responsibilities in further detail. These SOPs will be present at all Staff Duty and Charge of Quarters locations, to include posting within unit areas for all Soldiers to read.

**5. Sponsorship.** Effective sponsorship has a direct and significant impact on unit readiness. Ensuring proper sponsorship occurs both prior to, and upon arrival, will significantly improve unit readiness. Battalion and Brigade Commanders will appoint a Unit Sponsorship Coordinator (primary and alternate) to manage this process. Every incoming Soldier and Family will receive a unit sponsor to ensure that they are properly **W**elcomed to the Installation, provided with all necessary **A**ccurate contact information, and receive **R**eliable information prior to and after their arrival. Command Teams will ensure the Sponsor's responsibilities are clearly outlined.

## PART FIVE

**1. Safety and Protecting the Force.** This is everyone's responsibility. Safety can never be over emphasized. Failure to adhere to safety standards, under particular factual circumstances, could be addressed, at the appropriate echelon of command, as dereliction of duty under Art. 92, UCMJ, and potentially result in the issuance of unfavorable information, non-judicial punishment, adverse administrative action, or courts martial.

**a. Privately Owned Vehicles.** Soldiers and DOD civilians will not display obscene, racist, or offensive messages prejudicial to good order and discipline in their cars.

**b. Tactical Vehicles.** Soldiers will wear appropriate PPE when riding in tactical vehicles. At a minimum, Soldiers will wear the appropriate helmet, eye protection, and approved gloves. **All occupants will wear the provided vehicle restraints (seat belt, harnesses, safety tether, etc.).** Soldiers riding in the back of a troop carrier will utilize the troop strap. Tactical vehicles are prohibited in Shoppette, PX, Commissary, Burger King, or similar parking lots regardless of length of time.

**c. Loud Noise.** If the sound system can be heard at a distance of 25 feet or more from the vehicle with all the vehicle's windows closed, it is considered at an excessive volume and must be turned down. 4<sup>th</sup> Infantry Division quiet hours are between 2200-0630 daily.

**d. Motorcycle.** All Soldiers operating a Motorcycle on and off post will abide by the guidance provided in Fort Carson Policy Letter 16 (Motorcycle Safety Policy).

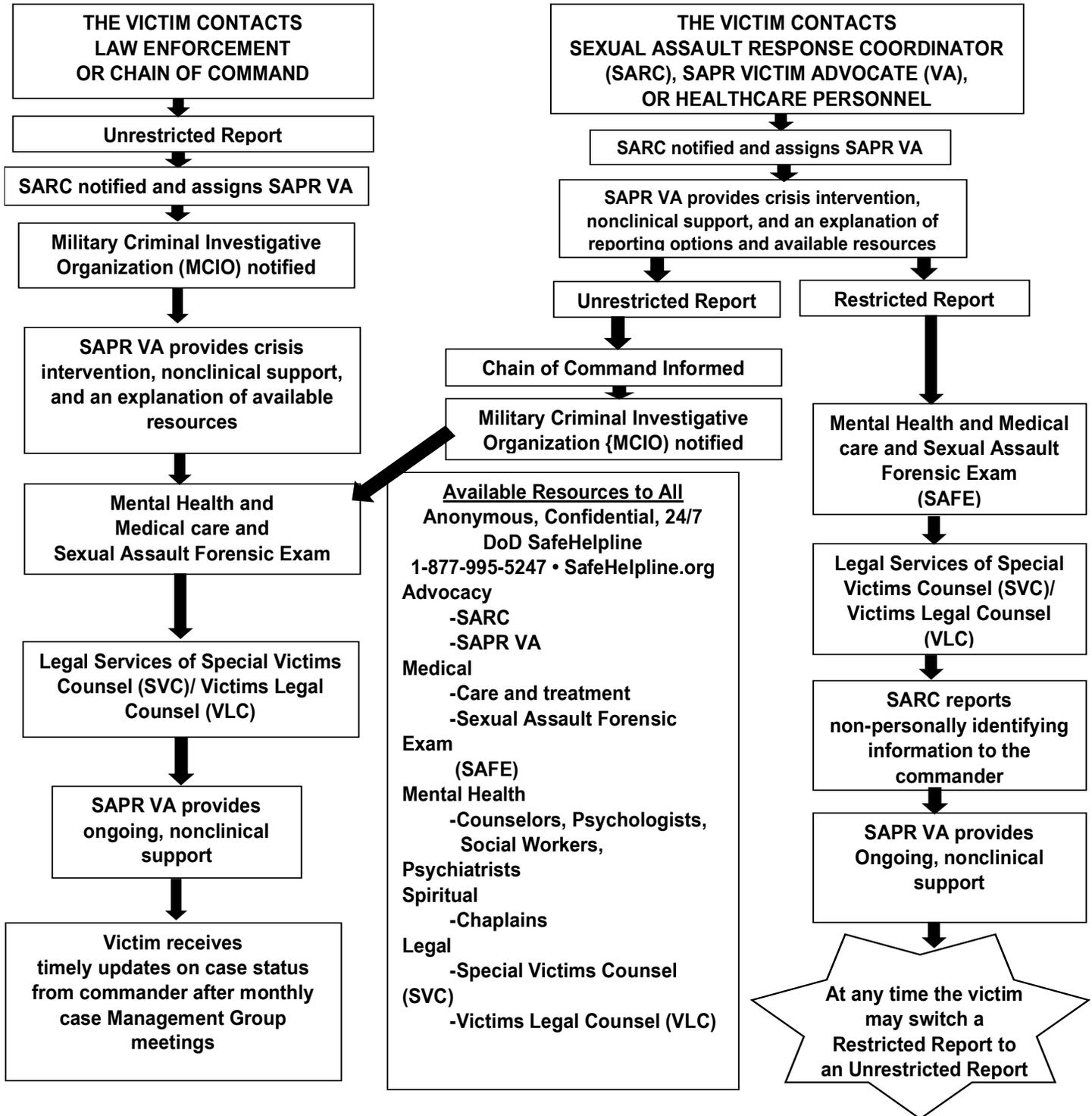
**e. Privately Owned Weapons.** All Fort Carson DoD personnel, including their dependents, and any person entering Fort Carson will register and maintain their weapon(s) within 72hrs, IAW AR 190-11, FC Regulation 190-4, Chapter 2, and Fort Carson Policy Letter 18 (Privately Owned Weapons). Violators are subject to punitive measures by the Commanding General.

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

**3. Online Conduct/Political endorsement.** All Soldiers will be briefed about proper online conduct and the military regulations associated with their postings. Additionally, all Soldiers will be briefed on the limitations associated with political endorsements.

## PART SIX

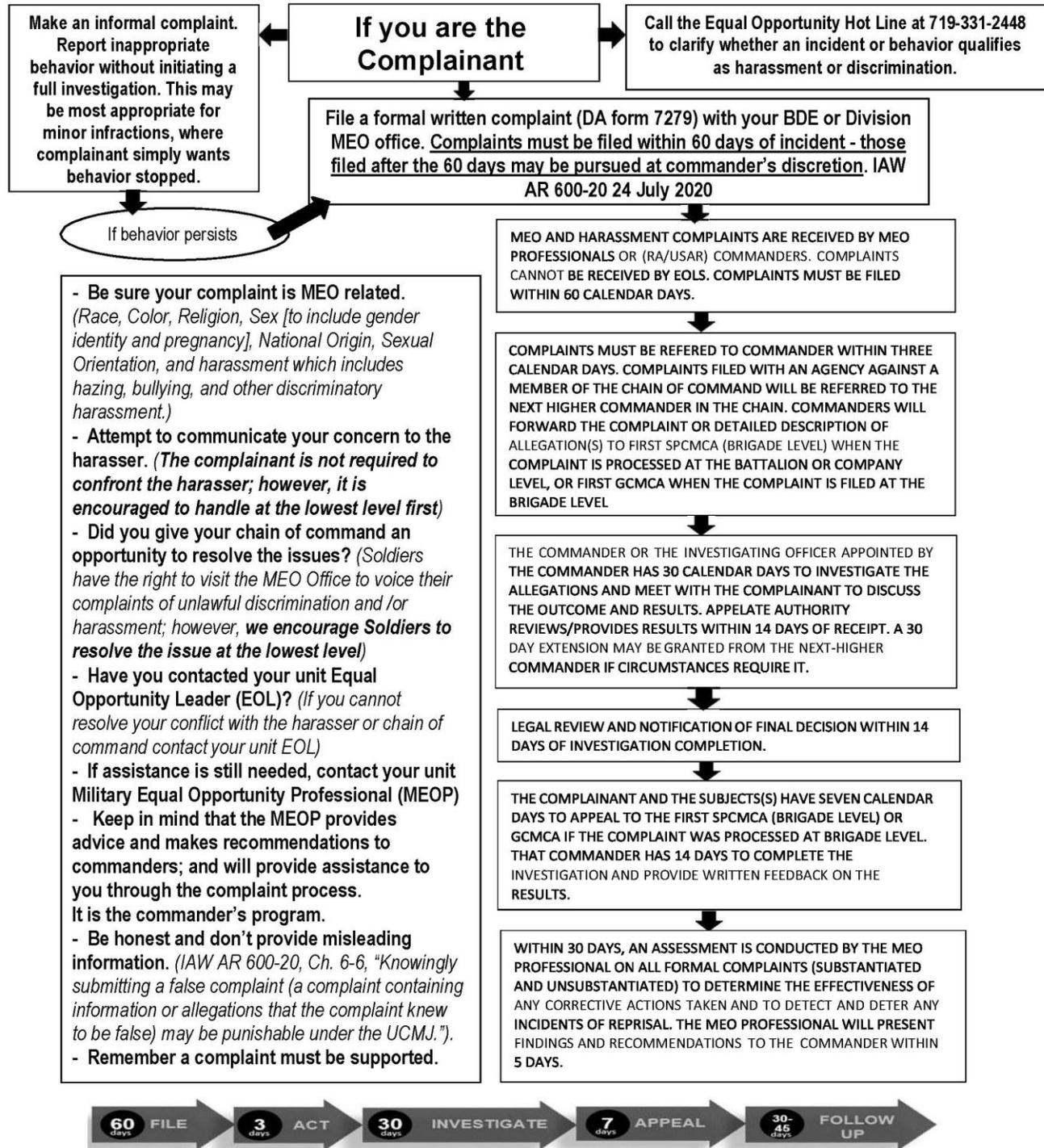
### 1. Sexual Assault Response Battle Drill (SHARP).



**a. SHARP Points of Contact.** If you, your fellow Soldiers, or Family member are unsure if you have experienced Sexual Harassment or Sexual Assault, please reach out to your Brigade Sexual Assault Response Coordinator (SARC) or the Fort Carson 24 hour Hotline at **719-338-9654** or the DoD Safe Helpline at **877-995-5247**.

## 2. Military Equal Opportunity Response Battle Drill (MEO).

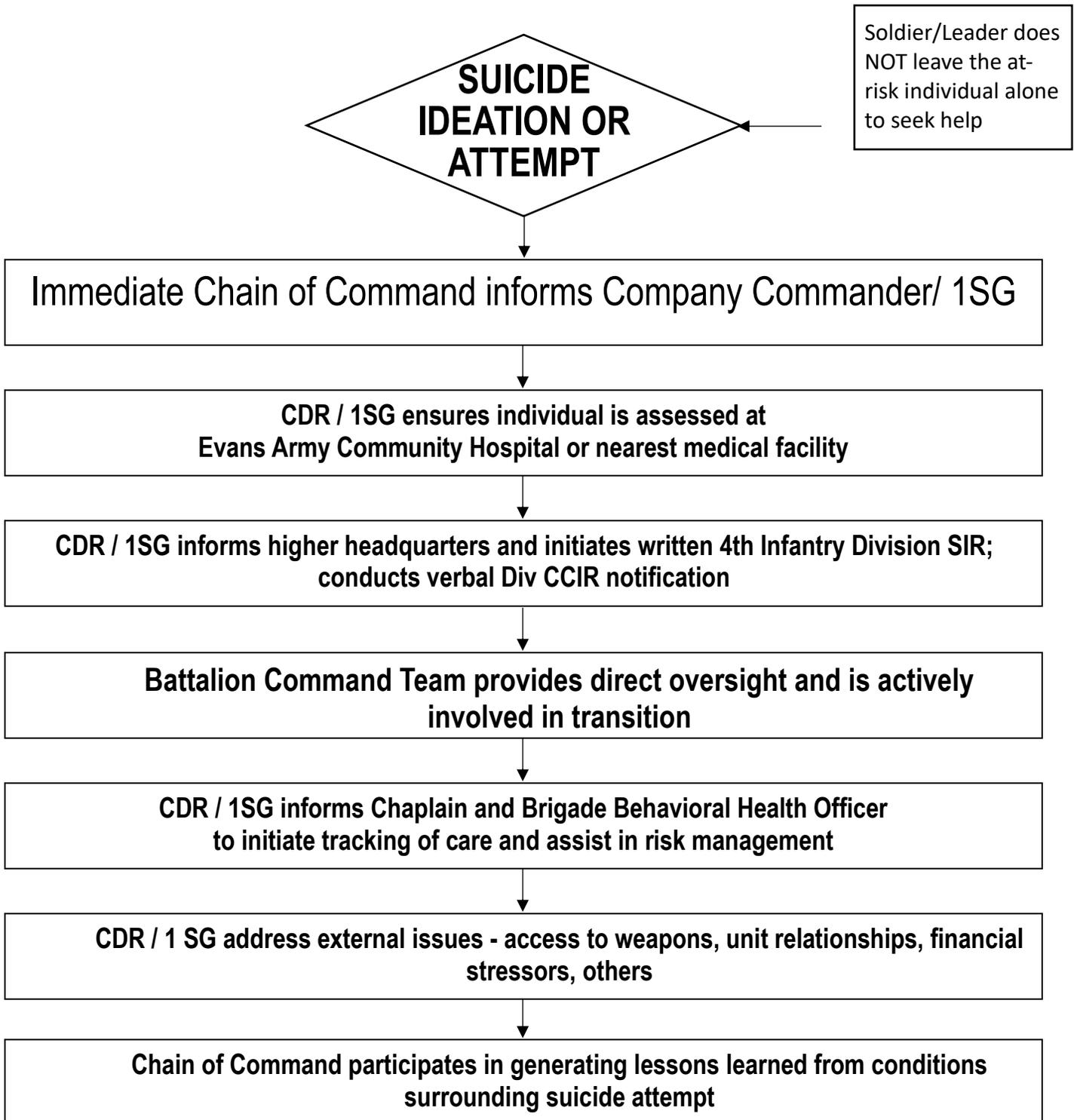
### Military Equal Opportunity Response



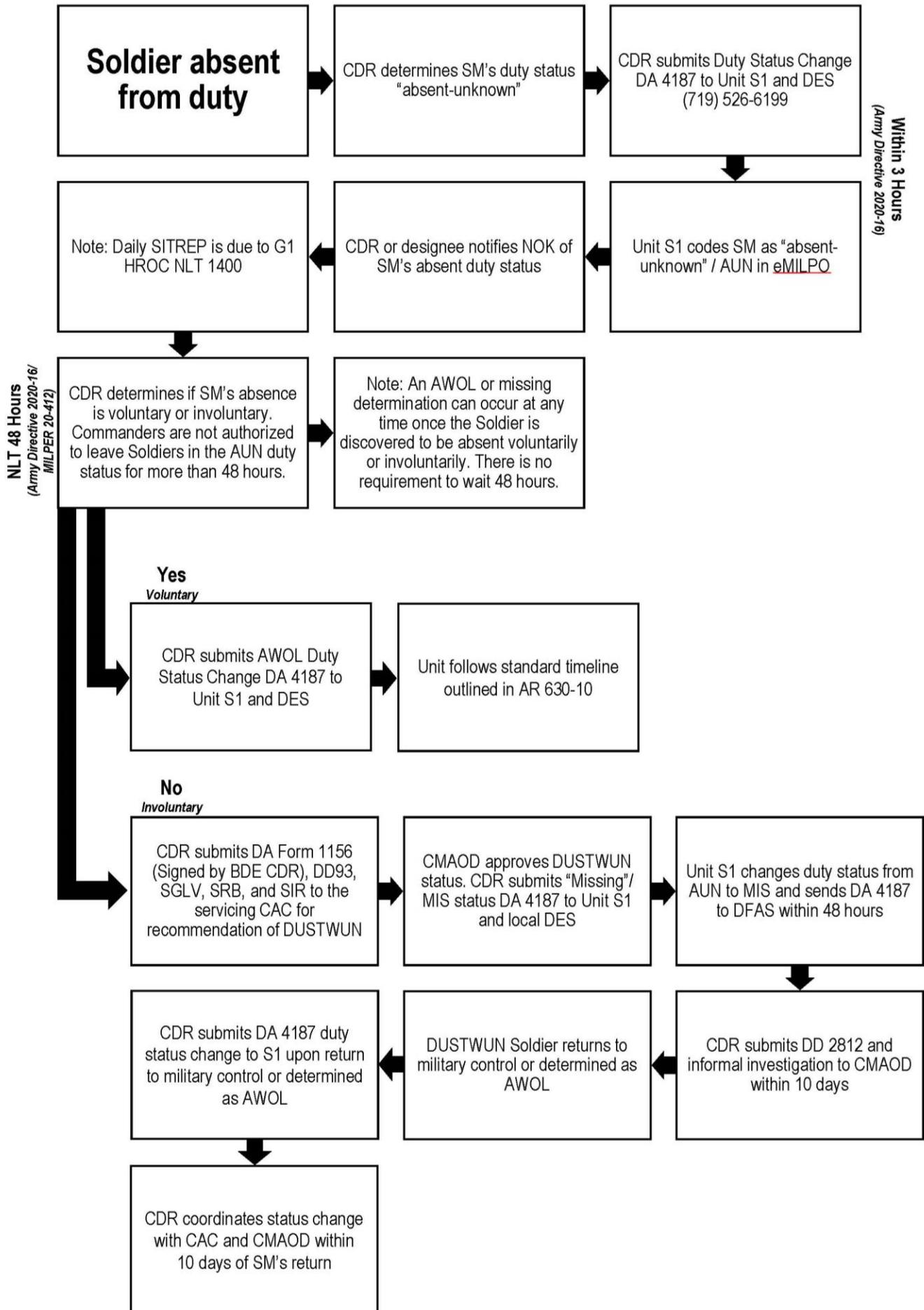
If you, your fellow Soldier, or Family member believe you/they have experienced discrimination or have experienced harassment which includes hazing, bullying, and other discriminatory harassment, contact your unit MEOP immediately or at the Fort Carson Hotline at **719-331-2448**.

### 3. Suicide Ideation/Attempt Response Battle Drill.

## SUICIDE IDEATION/ATTEMPT



#### 4. Missing Service Member Battle Drill.



## PART SEVEN

Emergency Services	
Medical Emergencies	911
Military Police Dispatch	526-2333
Fire Department	526-5615
Duty Chaplain	526-3400
FCCO Weather Hotline	526-0096
SHARP Hotline	338-9654
EO Help Line	526-4305
Suicide Prevention	800-273-8255
Domestic Violence	243-7907
Inspector General	526-3900/3901

Important to Me	
Staff Duty	

## PART EIGHT

**1. References.** The following references were used while creating this handbook, however, future changes in Army policy and regulations will supersede unless otherwise notified. You are encouraged to visit the Fort Carson website, <https://carson.army.mil/> for other policies and references.

a. 4<sup>th</sup> Infantry Division Policy Letters

<https://army.deps.mil/Army/cmds/4id/CG/CG%20Policy%20Letters/Forms/AllItems.aspx#InplviewHash8c2654df-3c6b-454f-9c0f-09b6e937f73c>

b. III Corps Leader's Book, Appendix 2, Tab 2

c. III Corps Standard Book, Appendix 2, Tab 3

d. AR 190-5, Motor Vehicle Traffic Supervision

e. AR 385-10, The Army Safety Program

f. AR 600-9, The Army Body Composition Program

g. AR 600-20, Army Command Policy

h. AR/DA PAM 670-1, Wear and Appearance of Army Uniforms and Insignia

i. ADP/ADRP 6-22, Leadership

j. FM 7-22/ATP 7-22.02, Holistic Health and Fitness

k. AR 600-25, Salutes, Honors, and Courtesy

l. AR 600-63, Army Health Promotion

m. Fort Carson Official Home Page <https://carson.army.mil/>



## **4<sup>th</sup> Infantry Division March**

“Steadfast and loyal,  
We’re fit to fight!  
The nation’s finest Soldiers,  
Keep liberty’s light.  
Our Soldiers ROAR for freedom,  
We’re fit for any test.  
The mighty 4<sup>th</sup> Division...  
America’s best!”



**U.S. ARMY  
FORT CARSON  
THE MOUNTAIN POST**

*"Best Hometown in the Army  
Home of America's Best"*