

**4th Infantry Division & Fort Carson
Personnel – General**

**Green
Book
Standards**

**Headquarters, 4th Infantry Division
Fort Carson, Colorado
1 October 2023**

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
Battalion**



**759th MP
Battalion**



MEDDAC



**Dental Activity
(DENTAC)**



627th HC



4th SFAB



10th SFG



71st EOD



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

COMMANDING GENERAL'S INTENT

MEMORANDUM FOR All Personnel Performing Duties on Fort Carson, Colorado

SUBJECT: Intent for the "Green Book"

1. Purpose. To prescribe standards of conduct, discipline, and performance for all Soldiers assigned to the 4th Infantry Division and Fort Carson. Soldiers will use the Green Book to ensure that everyone, from the newest private to the Commanding General, know, live, and enforce the standards.
2. The standards found in this Green Book serve to emphasize adherence to the single, authoritative Army standard for units and Soldiers of the 4th Infantry Division and at Fort Carson, Colorado. Unit standards books have a rich history in our Army. During the American Revolution, the Baron de Steuben assisted General George Washington and other leaders in training the Continental Army at Valley Forge. To do so, he produced a short pamphlet, *Regulations for the Order and Discipline of the Troops of the United States*, which became known as the "Blue Book." That heritage continues today. Discipline is the soul of the Army, and we expect every service member to know, execute, and enforce these standards.
3. These standards, the principles of READY, and the IVY 4 form the foundation for an organization that can outfight any enemy, anywhere, under any conditions.

Steadfast and Loyal!



ALEXANDER KUPRATTY
CSM, U.S. Army
Division Command Sergeant Major



DAVID S. DOYLE
MG, U.S. Army
Commanding

PART ONE

1. General Guidance.

a. Army Values, READY, IVY 4. All Soldiers will follow the Army Values and apply them to everything they do, on and off duty. 4ID Soldiers will follow the principles of READY and the IVY 4 to guide them.

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 are 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 / Red Cycle). Leaders should minimize interference with time off.

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 4ID 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 (PCIs). 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 Regulations and doctrine (ADP, FM, TC, etc.) 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 TWO

1. Personal Appearance Policies. All Soldiers will abide by AR 670-1 and DA PAM 670-1. Soldiers will present a professional image, 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 that are off duty and in civilian clothes are not required to shave. 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." (Refer to TB MED 287) Soldiers with approved religious accommodations will adhere to the specifications of their waiver.

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. **Leaders 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 Standard Operating Procedures (SOPs) to enforce/reinforce this guidance. During physical training, the following rules apply:

- 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 may allow their formations to play music from a media device during organized static physical readiness training. Music may also be played in unit gyms which includes the area around beaver fit gyms and gyms in a box.
- Soldiers may **NOT** play music during runs, foot marches, or other outdoor on-the-move activities.
- Music will be played at a volume that does not interfere with other formations and will not contain profanity, degrading, or distasteful content.

c. **Hearing Protection.** All Soldiers will 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.** The following rules apply to eyewear and contact lenses:

- 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.
- In field environments, Soldiers are only authorized to wear Authorized Protective Eyewear List (APEL) ballistic eye protection issued with Smoke/Tinted/Clear lenses. (Refer to the PEO Soldier Qualified products list at www.peosoldier.army.mil/equipment/eyewear/)
- Contact lenses that change the natural color of the eyes are prohibited while on duty.
- Contact lenses are NOT authorized in field conditions.

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.

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. Wave caps, bandanas, etc. will not 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 32 degrees.** 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 degrees and below. It may be worn as a neck warmer, hood, or balaclava/mask. Neck gaiters will be removed when indoors.
- **Organizational Headgear (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. 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.** 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 AAFES, Commissary, or support agency facilities. Spurs may be worn when the Stetson is authorized.

f. **Cadre T-Shirts.** Professional programs (e.g., Pre-Ranger, STRYKER Operator Development Course, 168th RTI (NCO Academy), Spur Rides, Sapper) 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, Commissary, AAFES facilities, 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 use 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**.

- No unauthorized patches will be worn on the uniform or on any item of equipment.
- All uniform guidelines are open to Commanders and 1SG modification based on appropriate Risk Assessment and Leader Judgement.
- 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 to assist with identification of cold weather injuries. There is no expectation that Soldiers wear face paint during the day, only to remove it at night when temperatures drop.

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 (e.g., land navigation, foot marches) 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 consist of standard field uniform (combat helmet, 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 ACH/ECH helmet will be complete with OCP cover, NVG mount, and helmet band with sewn-on last name. Soldiers who have been issued the Integrated Head Protection System (IHPS) helmet do not require a helmet band. 4ID Soldiers will affix the 4ID Patch centered on the left side of the helmet cover as worn. **Commercial (lowcut/OPSCORE) helmets are NOT authorized.**

e. **Ivy Uniform Configurations.** The following uniform configurations are the 4ID baseline. 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. Commanders at company-level and above may authorize their entire formation to roll sleeves above the elbow IAW AR 670-1 – this is not an individual Soldier decision. In garrison, Soldiers will not cuff sleeves. While training or in field conditions, the sleeves may be down and cuffed inside the coat.



- **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 4ID and Fort Carson Soldiers will conduct Physical Readiness Training (PRT) when in garrison Monday through Friday from 0630-0800. 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 1) off-installation PRT activities, and 2) any PRT starting before 0630 and beyond 0800. Leaders must allow for adequate Soldier recovery time, including personal hygiene and nutrition. If Soldiers' duties prevent them from conducting PRT during these hours, commanders will establish PRT at an alternate time during the duty day. **All PRT sessions are organized unit level activities.**

b. **Uniform.** The Army Physical Fitness Uniform (APFU), when clean and serviceable, is authorized for wear on and off duty and on and off the installation, unless restricted by the commander. Soldiers must professionally represent the Army while wearing all or part of the APFU. The APFU is not intended for wear as an all-purpose uniform. **The APFU or OCPs are the authorized uniforms for physical readiness training. These are the only authorized uniforms in on-post fitness centers from 0630-0730 on duty days, regardless of duty status.** APFU is not authorized for wear in the PX, Commissary, or other facilities as posted by facility managers. Soldiers may visit the AAFES Shoppette in AFPU.

c. **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 injuries and ensure sustainable combat readiness for mission accomplishment. Running or soft sole shoes will **NEVER** be worn during foot marches. The only authorized foot march uniform is either APFU or the IVY Light uniform with either combat helmet or patrol cap. TRADOC Regulation 350-9 is an appropriate reference as leaders make weather-related risk decisions.

d. **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 must be voluntary.
- Logos must be in good taste, with no profanity or lewd images.
- BN CDRs may authorize Hooded Sweatshirts; however, the hood and pockets may not be used during training.
- Unit T-shirts and sweatshirts are authorized for units no smaller than Company/Battery/Troop.

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.

a. **Civilian Clothing.** On occasion, we conduct unit events where civilian clothing serves as the prescribed uniform. We will use the following guidelines (unisex). When appropriate for official, on-duty activities such as training, outdoor events, or official travel, Soldiers may wear casual slacks, denim, or field pants with collared shirt and activity-appropriate street or hiking/trail style shoes.

For informal events, gatherings, and social calls, Soldiers may wear pants, shorts, skirt, or dress (mid-thigh or lower), tasteful shirt / jacket, and shoes/sandals based on temperature. No midriffs, tube, skin-tight, or sleeveless tops.

b. **Official Travel (TDY).** While traveling on official orders, Soldiers will travel in Service Uniform or in appropriate civilian attire as outlined above. IVY Duty Uniform (OCPs) is only authorized on military charter aircraft for mass transit such as deployments.

c. **Warrior Restaurants.** Soldiers and visitors will not wear hats or sleeveless shirts. Headphones will be removed in the serving line while ordering meals.

d. **On-Post Facilities.** While visiting on-post support activities, agencies, work areas, and public areas, Soldiers will wear appropriate attire.

- Clothes with obscene, slanderous, or vulgar words or drawings, or items which make disparaging comments are not authorized on Fort Carson.
- Cut-off jeans or garments which expose any part of the buttocks, or any see-through garments normally worn as undergarments are prohibited.
- Except where footwear is not appropriate (e.g., swimming pools), bare feet are not authorized on the installation.
- Soldiers are required to always carry their Military ID 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 are prohibited in common areas. **Soldiers will demonstrate appropriate respect for all civilian authorities on and off the installation.** 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 to remain involved with their subordinate's life.

a. Intra-Unit Intimate Relationships. Soldiers are discouraged from engaging in intimate relationships with other members of the same small unit (staff section or company-sized element). Such relationships may cause real or perceived issues with good order and discipline in the harsh, isolated conditions of combat. This provision is not a supplement to AR 600-20.

- An intimate relationship is defined as a romantic, sexual, or dating relationship.
- If a relationship develops, both Soldiers should immediately inform their chain of command.
- Soldiers may request transfer to a different company-sized unit or staff section to pursue an intimate relationship. 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. 4ID and Fort Carson personnel or any personnel conducting military duties on the Fort Carson Military Reservation will not consume alcohol beverages while on duty. A standard duty day concludes at 1700 hours unless otherwise directed by the unit commander or staff section director (O5 or above).

d. Smoking / Vaping/ Dipping. Tobacco use of any kind is prohibited in all government buildings. Smoking and vaping are prohibited in unit motor pools/parks, military tentage, and government-owned vehicles. Unit commanders are encouraged to establish "smoking areas" inside of their unit footprints.

e. 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 use 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, posters or displays that threaten good order and discipline are not authorized (e.g., displays of nudity, alcohol glorification, racist, extremist, violent gangs). 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 will maintain common areas.
- **Pets.** Pets (animals) of any type are forbidden in the barracks. 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 maintain 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.

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

g. Unit Standard Operating Procedures (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. 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 court-martial.

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

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. 4th 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 CG Policy Letter 7 (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, and FC Regulation 190-4, Chapter 2, (Firearms, Weapons, Explosives, and Fireworks). 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. Soldiers are expected to conduct themselves professionally while on-line. Inappropriate or unlawful conduct on-line can have real consequences.

4. Political Endorsement / Activities. Soldiers will abstain from partisan/political endorsement while on duty. Political displays (e.g., signs, flags) are forbidden on Fort Carson, the only exception being a discrete bumper sticker for official candidates running for elected office. Additionally, Soldiers have a responsibility to avoid engaging in activities that associate the Department of Defense with any partisan political campaign, election, candidate, cause or issue. Soldiers are individually responsible for understanding the restrictions imposed by DoD Directive 1344.10.

PART SIX

1. Sexual Assault. Sexual assault is a crime. *We do not condone it, and we will not tolerate it.* 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 category of sexual offenses consisting of the following UCMJ offenses: rape, sexual assault, aggravated sexual contact, abusive sexual contact, or attempts to commit these acts. There are two reporting options for sexual assault: restricted reporting and unrestricted reporting.

a. Restricted Reporting. This reporting option does not trigger an investigation. The Senior Commander is notified a sexual assault has been reported, but is not given the victim's name or other personal information. Restricted reporting allows Soldiers and Family members, age 18 and older, who are sexual assault victims to confidentially disclose the assault to the embedded Sexual Assault Response Coordinator (SARC) and receive healthcare treatment and other services. ***If you or someone else would like to file a restricted report, please contact your embedded Brigade SARC, healthcare provider, or chaplain.***

b. Unrestricted Reporting. This reporting option triggers an investigation, command notification, and allows a person who reports sexual assault to access healthcare treatment, Special Victim Counsel (legal representation), Expedited Victim Transfer (EVT), and other services. ***If you or someone else would like to file an unrestricted report, please contact your embedded Brigade SARC, healthcare provider, law enforcement officer, or chain of command.***

c. Mandatory Reporting. Sergeants (E5) and above, who are not authorized to receive restricted reports, who learn of allegations of sexual harassment or sexual assault involving members of their unit will immediately report those allegations to their immediate commander.

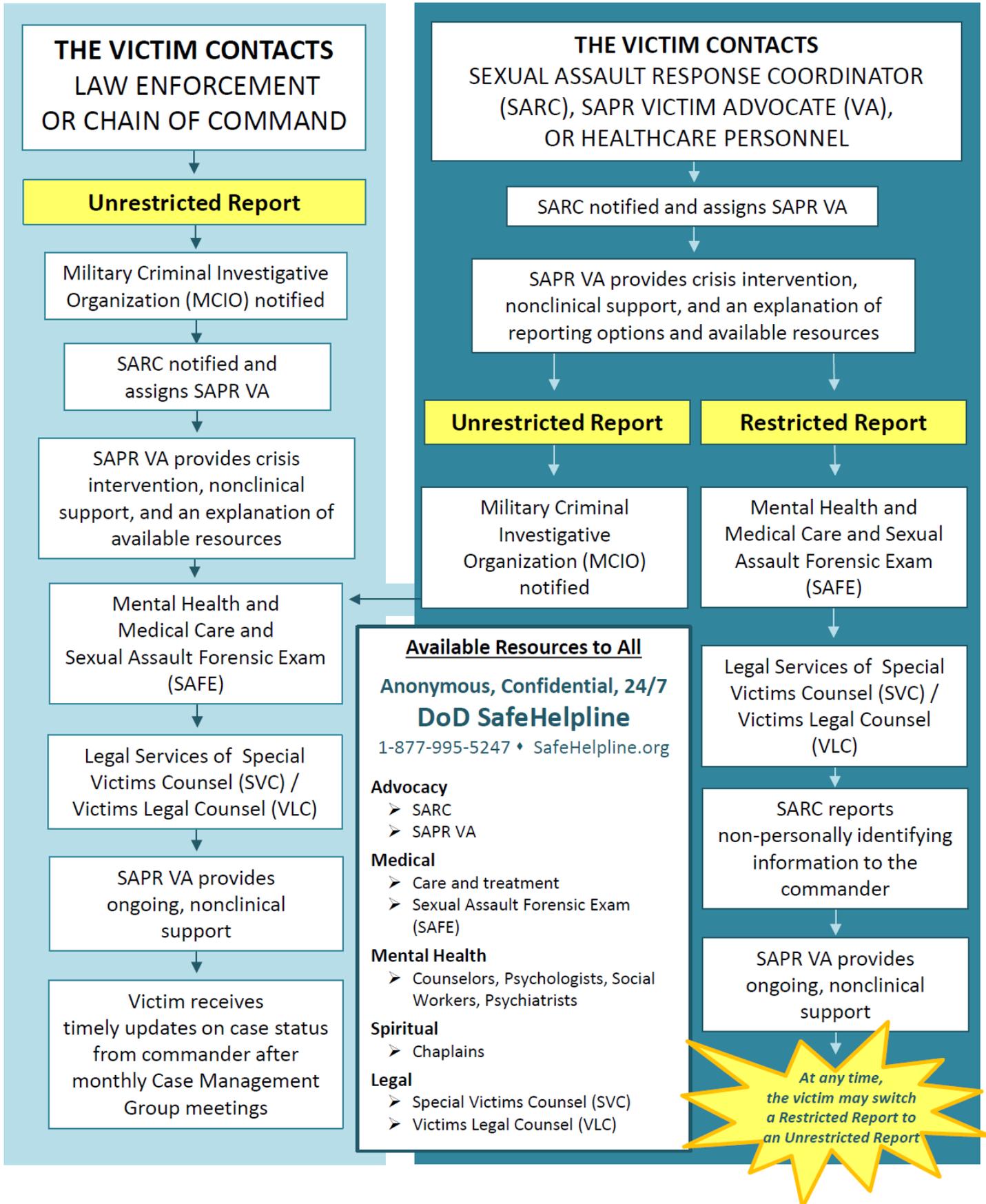
d. SHARP Points of Contact. If you, your fellow Soldiers, or Family member are unsure if you have experienced Sexual Harassment or Sexual Assault, please reach out to your embedded Brigade Sexual Assault Response Coordinator (SARC) or the ***Fort Carson 24-hour Hotline at 719-338-9654*** or the ***DoD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

e. References. For more information on the Army's Sexual Harassment and Assault Response Program (SHARP), refer to Army Regulation 600-20, Chapter 7 (JUL 2020) or www.sapr.mil. For local policy, you can refer to Fort Carson CG Policy Letter #1.

f. Sexual Assault Response Flowchart. *See next page.*

Sexual Assault Response Report Flow Chart

Note: A victim who first contacts law enforcement or chain of command will have only the Unrestricted Report option.



2. Sexual Harassment. Title 10 USC 1561 defines the term “sexual harassment” to mean any of the following:

- Conduct that involves unwelcome sexual advances, requests for sexual favors, and deliberate or repeated offensive comments or gestures of a sexual nature when (a) Submission to such conduct is made either explicitly or implicitly a term or condition of a person’s job, pay, or career; or (b) Submission to or rejection of such conduct by a person is used as a basis for career or employment decisions affecting that person; or (c) 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 (d) 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 Civilian employee of the DoD.
- Any deliberate or repeated unwelcome verbal comment or gesture of a sexual nature by any member of the Armed Forces or Civilian employee of the DoD.
- There is no requirement for concrete psychological harm to the complainant for behavior to constitute sexual harassment. Behavior is sufficient to constitute sexual harassment if it is so severe or pervasive that a reasonable person would perceive, and the complainant does perceive, the environment as hostile or offensive.
- Sexual harassment can occur through electronic communications, including social media, other forms of communication, and in person.
- The use of disparaging and/or sexualized terms may contribute to an unlawful hostile environment and thus will not be tolerated. Leaders at all levels will protect their teams against sexual harassment and proactively ensure that their environments are free from all forms of sexual harassment.

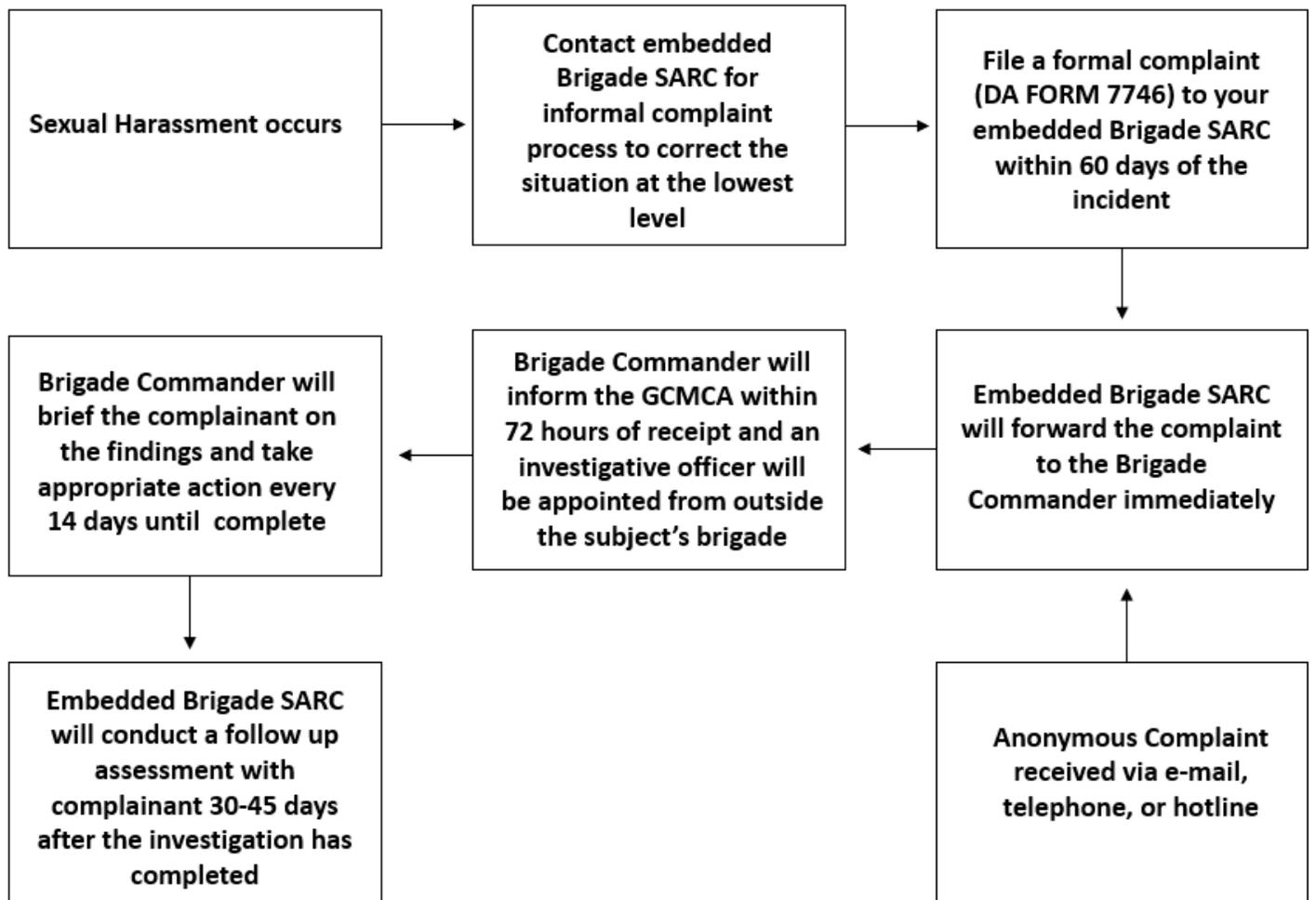
a. Informal Complaint. An informal sexual harassment complaint is a complaint that a complainant does not wish to file in writing. Typically, those issues that can be taken care of informally can be resolved through discussion, problem identification, and clarification of the issues. The SARC will provide information regarding support services that are available to help resolve the complaint.

b. Formal Complaint. Soldiers can file formal sexual harassment complaints on the DA Form 7746, documenting the nature of the complaint and the requested remedies. The full-time brigade SARC will refer all formal complaints to the BDE commander immediately.

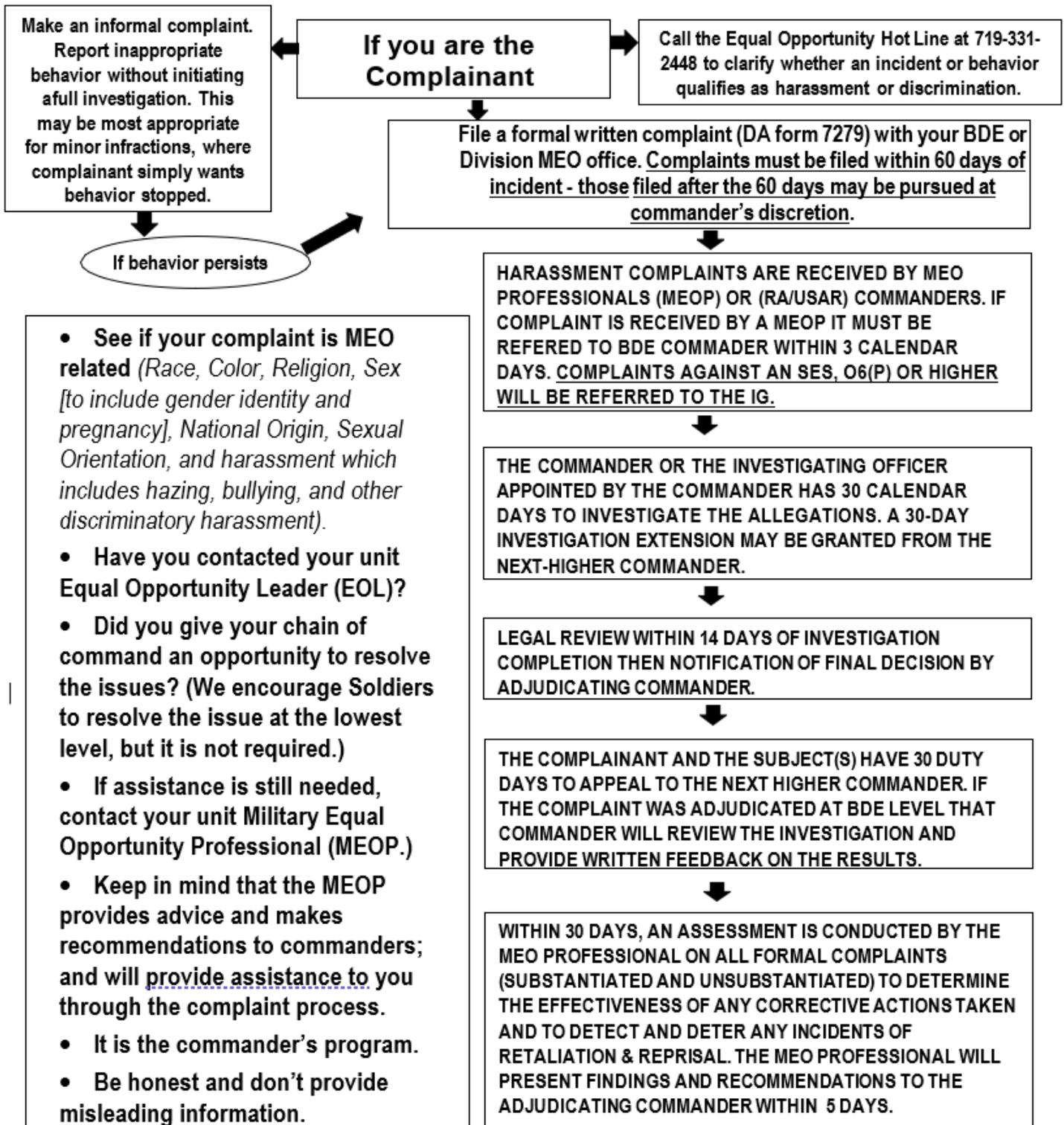
c. Anonymous Complaint. An anonymous complaint is defined as a report of sexual harassment from an unknown or unidentified source. The individual reporting the information is not required to divulge any PII. Commanders will publicize and enable anonymous reporting through organizational hotlines, email, or official telephone lines.

d. Mandatory Reporting. Sergeants (E5) and above, who are not authorized to receive restricted reports, who learn of allegations of sexual harassment or sexual assault involving members of their unit will immediately report those allegations to their immediate commander.

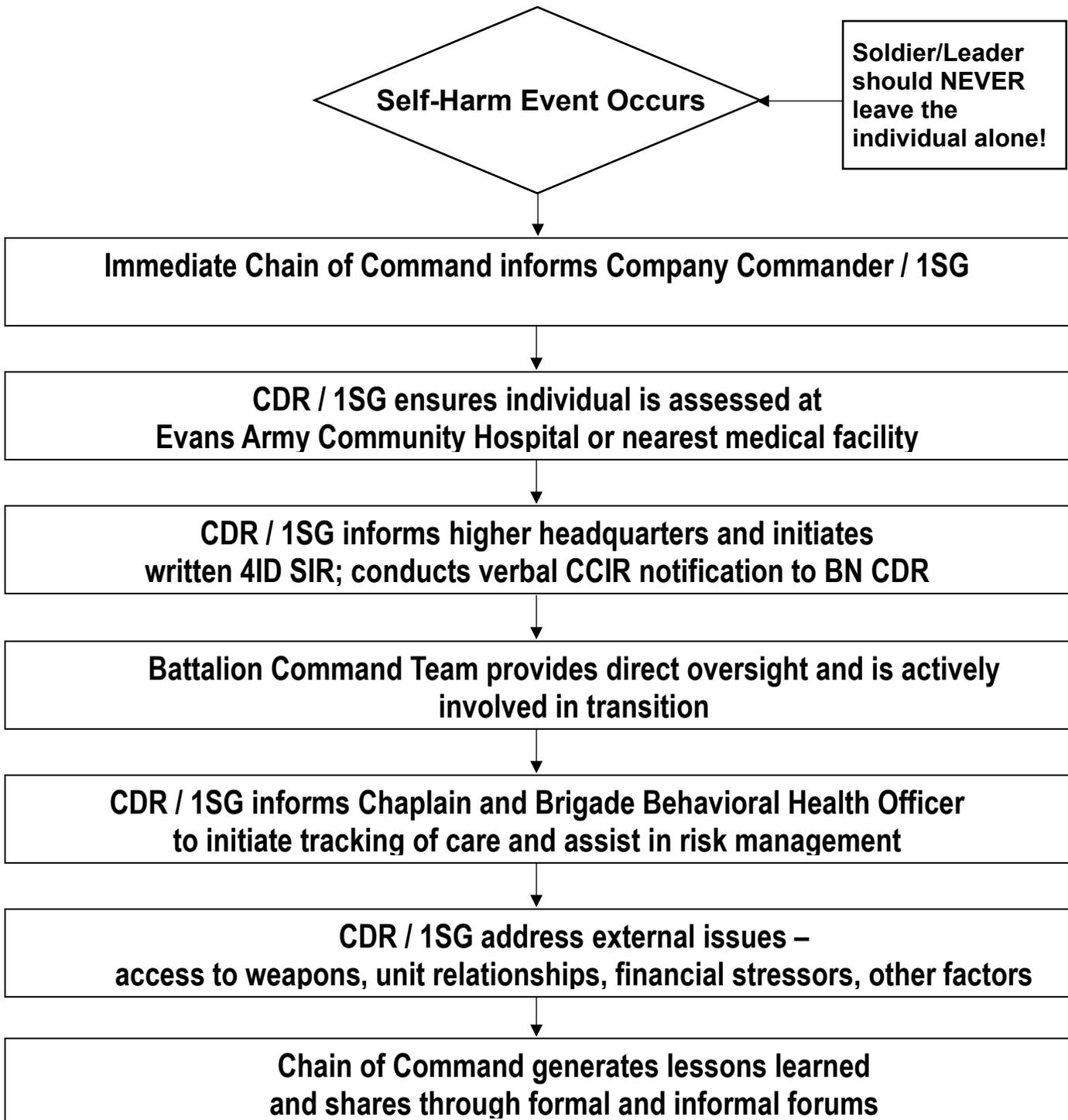
e. Sexual Harassment Response Flowchart.



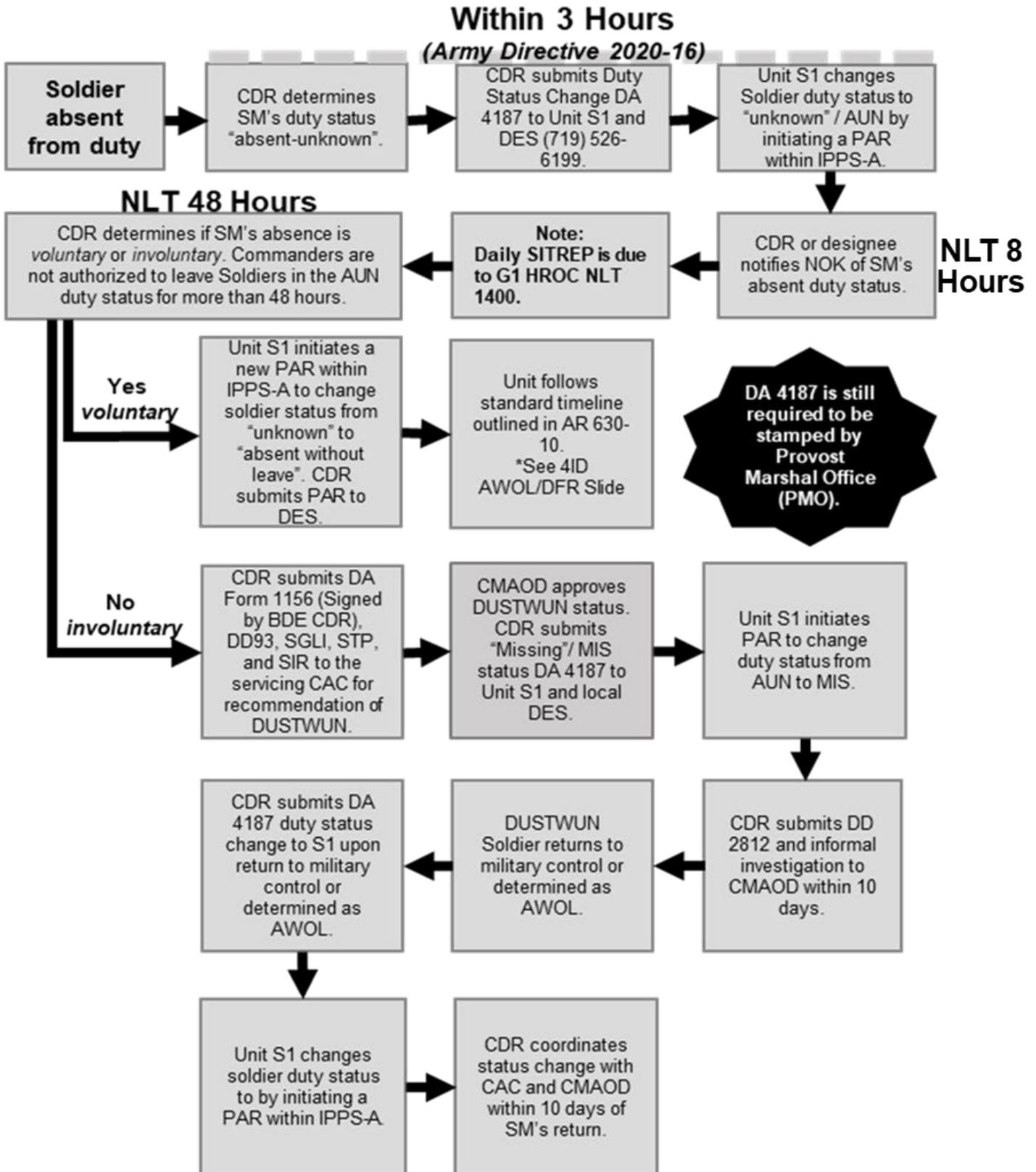
3. Military Equal Opportunity (MEO) Response Battle Drill. If you are a Soldier, Family Member, Cadet, or DEP and believe you have experienced discrimination or harassment which includes hazing, bullying, and other discriminatory harassment, contact your unit MEOP immediately or call the Fort Carson EO Hotline at 719-331-2448.



4. Suicide Ideation / Attempt Response. Soldiers and Leaders will take deliberate steps to safeguard teammates who experience a self-harm incident. *The guiding principle is to get the person safely to medical care for evaluation and treatment.*



5. Absent Service Member Battle Drill. Ensuring absent Soldier wellbeing is crucial. Units will strictly adhere to this procedure when unable to verify a Soldier's status within 1 hour of the Soldier's absence from their appointed place of duty or failure to meet contact requirements when on a specified alert status.



PART SEVEN

Emergency Services	
Medical Emergencies	911
Military Police Dispatch	719-526-2333
Fire Department	719-526-5615
Duty Chaplain	719-526-3400
FCCO Weather Hotline	719-526-0096
SHARP Hotline	719-338-9654
EO Help Line	719-331-2448
Suicide Prevention	800-273-8255
Domestic Violence	719-243-7907
Inspector General	719-526-3900/3901

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. 4th Infantry Division Policy Letters, available at <https://home.army.mil/carson/units-tenants/4th-infantry-division/4id/4id-policy-letters>
- 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. US Army Fort Carson Facebook <https://www.facebook.com/USArmyFortCarson/>
- n. Mountain Post Living Facebook <https://www.facebook.com/mountainpostliving/>

4th 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 4th Division...
America’s best!”



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Home of America's Best"*