

National Training Center and Fort Irwin



DESERT STANDARDS HANDBOOK

(AS OF 1 April 2025)

PURPOSE: The purpose of this booklet is to inform all Soldiers assigned or attached to Fort Irwin and the National Training Center of the basic standards of appearance and behavior established by Army Regulations 670-1 and NTC policies. This publication highlights and clarifies portions of those regulations and policies and in no way supersedes them or relieves any individual from complying with current Army Regulations 670-1 and NTC policies.

FOREWORD

The **Purpose** of the Army's "Blue Book" is to inform Soldiers why we serve, provide historical information, and prescribe standards for appearance and conduct of all Soldiers. The men and women of the U.S. Army make up a highly disciplined fighting force that embodies the lineage of our nation and the Army. All Soldiers will use this Blue Book and its associated regulations to strengthen, enable, and demonstrate the Army Profession through enforced standards and discipline. It is expected that all Soldiers will have a copy of this document on their person when in the duty uniform.

The **First** "Blue Book" was written by Baron F. von Steuben and published in 1779, and was the original standards, tactics, and regulation manual for the Continental Army. It was titled Regulations for the Order and discipline of the Troops of the United States Part I and nicknamed the "Blue Book". Because dye shortages printing houses had to use the most readily available color which was blue. By imposing a common set of standards and regulations, a professional Army was born and won the Revolutionary War. Laws and regulations that govern today's Soldiers create a professional, competent, and unified Army. The modern Army Blue Book continues to support our profession by providing the same foundations as the original.

The **Army Standards** are uncompromising. They foster an environment of trust and accountability. It is our responsibility as Soldiers and Leaders to enforce and model standards and discipline while living the Army Profession every day. We expect this from every one of you and are empowering you to do just that! The Blue Book contains a collection of standards pertaining to the Constitution, the Army Profession, Personal Appearance, and our Daily Conduct. It includes our oaths, creeds, and ethos which gives Soldiers their purpose for serving and inspiration to complete the mission. Leaders and Soldiers must know why they serve and understand how their efforts are a major part of the Army's and their unit's success. This can only happen when Leaders and Soldiers commit to the Army and our profession. It is imperative all Soldiers be thoroughly familiar with Army standards and enforce them to maintain our culture of professionalism and excellence.

THIS WE'LL DEFEND

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CHAPTER 1

Why We Serve – Serving in the United States Army is a privilege, and as part of an all-volunteer Army, it is incumbent for all of us to conduct ourselves in a manner that brings pride in serving our nation. Through long-standing traditions and professional standards, the Army has established a standard for service that will withstand the test of time. We are and will continue to be an enduring symbol of American strength and resilience.

The United States Constitution – The United States Constitution was created by the Constitutional Convention in 1787 and ratified in 1788. The Constitution was created to protect the natural rights of life, liberty, and the pursuit of happiness. It also enabled a standing Army which can defend national interests with federal authority and protect its citizens and states.

The Constitution is the document from which all the civil and military authority flows. It is worthy of our commitment because it is the foundation of America's democracy and represents the values that unite Americans. As Soldiers, we must place loyalty to the Constitution above personal gain.

Soldiers and officials begin their service by performing a sacred rite in reciting the Oath of Enlistment or the Oath of Office. These oaths pledge our unwavering commitment to uphold the Constitution.

The Preamble of the Constitution of the United States of America is to emphasize the power and authority of the Constitution which comes from the will of the American citizens. The Preamble also sets forth the stated goals of the Constitution and the government which is highlighted in the 1st stanza.

"We the People of the United States, in Order to form a more perfect Union, establish Justice, insure domestic Tranquility, provide for the common defence, promote the general Welfare, and secure the Blessings of Liberty to ourselves and our Posterity, do ordain and establish this Constitution for the United States of America." – The U.S. Constitution: Preamble, 1787

Oaths: Our Pledge to the Ideals of our Nation – Trust starts with our oaths, our overt commitment swearing or affirming to support and defend the Constitution. They demonstrate our strength of character to defend freedom, instill a sense of purpose, and provide meaning to all Soldiers. The oaths are not to a single leader, person, or government, we take the oath because of the ideals of protecting our nation and the freedoms we enjoy so much. When you take an oath, you become part of the Army Profession.

OATH OF ENLISTMENT(S): "I, _____, do solemnly swear (or affirm) that I will support and defend the Constitution of the United States against all enemies, foreign and domestic; that I will bear true faith and allegiance to the same; and that I will obey the orders of the President of the United States and the orders of the officers appointed over me, according to regulations and the Uniform Code of Military Justice. So help me God (optional)."

OATH OF OFFICE, OFFICER: "I, _____, having been appointed a (rank) in the United States Army, do solemnly swear (or affirm) that I will support and defend the Constitution of the United States against all enemies, foreign and domestic; that I will bear true faith and allegiance to the same; that I take this obligation freely, without any mental reservation or purpose of evasion; and that I will well and faithfully discharge the duties of the office on which I am about to enter. So help me God (optional)."

OATH OF OFFICE, CIVIL SERVANT: "I, _____, do solemnly swear (or affirm) that I will support and defend the Constitution of the United States against all enemies, foreign and

domestic; that I will bear true faith and allegiance to the same; that I take this obligation freely, without any mental reservation or purpose of evasion; and that I will well and faithfully discharge the duties of the office on which I am about to enter. So, help me God (optional).”

We Take An Oath And Live By It!

Army Creeds: Our Pledge to Each Other – Our Army creeds are the pledge we make to each other and the mission. They represent our unwavering dedication, selflessness, and courage. They are the guiding principles that shape our mindset and behaviors while fostering unity and cohesion. Our creeds serve as a reminder of our duty and commitment to serve our country and protect our citizens.

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.

NCO CREED

No one is more professional than I. I am a noncommissioned officer, a leader of Soldiers. As a noncommissioned officer, I realize that I am a member of a time-honored corps, which is known as "The Backbone of the Army". I am proud of the Corps of noncommissioned officers and will at all times conduct myself so as to bring credit upon the Corps, the military service and my country regardless of the situation in which I find myself. I will not use my grade or position to attain pleasure, profit, or personal safety.

Competence is my watchword. My two basic responsibilities will always be uppermost in my mind—accomplishment of my mission and the welfare of my Soldiers. I will strive to remain technically and tactically proficient. I am aware of my role as a noncommissioned officer. I will fulfill my responsibilities inherent in that role. All Soldiers are entitled to outstanding leadership; I will provide that leadership. I know my Soldiers and I will always place their needs above my own.

I will communicate consistently with my Soldiers and never leave them uninformed. I will be fair and impartial when recommending both rewards and punishment.

Officers of my unit will have maximum time to accomplish their duties; they will not have to accomplish mine. I will earn their respect and confidence as well as that of my Soldiers. I will be loyal to those with whom I serve, seniors, peers, and subordinates alike. I will exercise initiative by taking appropriate action in the absence of orders. I will not compromise my integrity, nor my moral courage. I will not forget, nor will I allow my comrades to forget that we are professionals, noncommissioned officers, leaders!

General Orders – Our General Orders provide the model for Soldier actions on a daily basis and in the absence of orders.

I will guard everything within the limits of my post and quit my post only when properly

I will obey my special orders and perform all of my duties in a military manner.

I will report violations of my special orders, emergencies, and anything not covered in my instructions to the commander of the relief.

Army Beliefs – Our Army belief system is derived from our Warrior Ethos, Army Motto, and Army Values. By knowing and following these codes of conduct, Soldiers will be equipped to appropriately handle any situation (garrison, training, or combat) with purpose and honor.

Our belief system and reason for serving has built a legacy of character, competence, and commitment. The lineage and heritage of the Soldiers who came before us serves as a reminder that we all serve a purpose greater than ourselves. The United States Army exists to protect and defend our nation for as long as required.

The Warrior Ethos – Not mere guidelines, the Warrior Ethos is a set of principals by which every Soldier lives, it shapes our character and is a way of life. The Warrior Ethos defines how a Soldier trains, lives, and fights.

I will always place the mission first.

I will never accept defeat.

I will never quit.

I will never leave a fallen comrade

The Army Motto – The Army Motto “This We’ll Defend” was first used by the War Office of the Continental Army during the American Revolution in 1778. It was originally used as a war cry but now remains as a reminder of our legacy and summarizes the Army’s responsibility. The motto can be found on the Army flag and continues to signify the Army’s constant readiness to defend and preserve the United States.

Army Values – The Army Values are a set of moral and ethical tenets that characterize the Army culture and promote certain norms of conduct that include a unique service ethic expected of every Soldier. The core of the Army Values holds true and cannot be changed if the Army wishes to remain an institution which can be trusted to protect the U.S. Constitution, our nation, and the American people. Since society and societal values and norms are ever changing, these Army Values reaffirm our commitment to each other, our units, the Army, and the nation.

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 are expressing your loyalty. And by doing your share, you show your loyalty to your unit.

DUTY – Fulfill your obligations. Doing your duty means more than carrying out your assigned tasks. Duty means being able 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. All people have dignity and worth and must be treated with respect. Respect is what allows us to appreciate the best in other people. Respect is trusting that all people have done their jobs and fulfilled their duty. And self-respect is a vital ingredient with the Army value of respect, which results from knowing you have put forth your best effort. The Army is one team and each of us has something to contribute.

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 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 by daily standing up for and acting upon the things that you know are honorable.

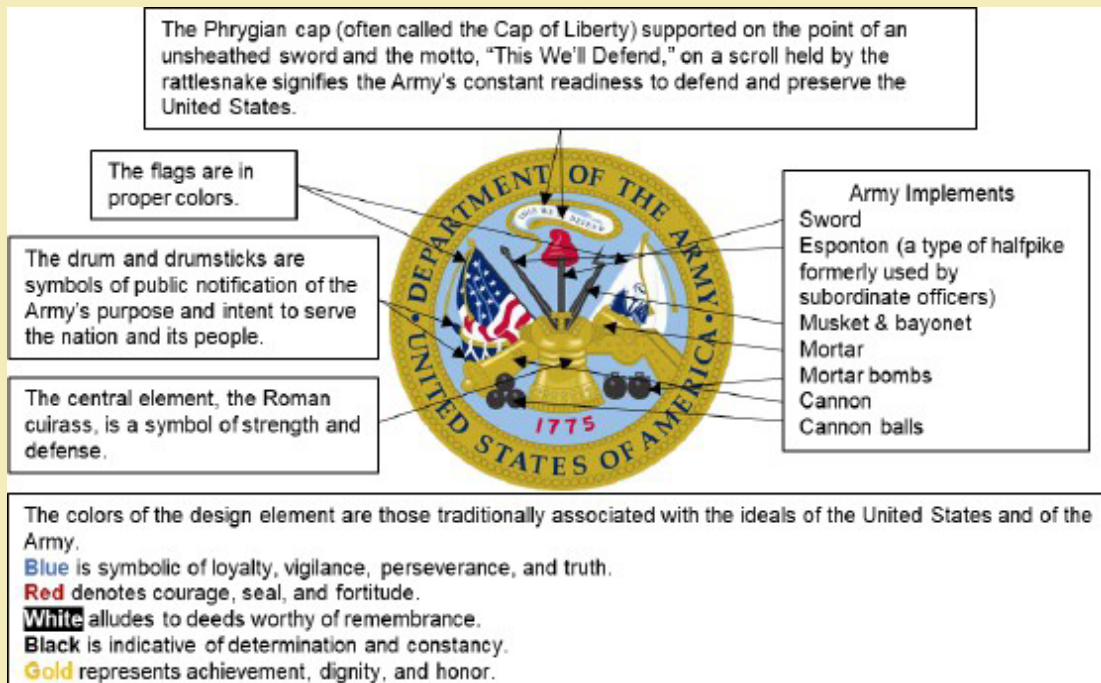
CHAPTER 2

Our Army – On 14 June 1775, the second Continental Congress established the Continental Army, appointing the United States Army as the first service of the Armed Forces of the United States.

The Army is composed of three distinct and equally important components: the active component, the Army National Guard (ARNG), and the United States Army Reserve (USAR). The components representing the Total Army ensure that we have the capacity, capability, and endurance to do what our nation requires.

The Army has many symbols that are rich in history and symbolism. It is critical for Soldiers to know and understand our symbols and use them as a point of pride.

Army Emblem – Prior to its establishment there was no official display item to identify the Army. The Army seal traditionally had only been used to authenticate documents and was not authorized for display. In recognizing the need to provide a display item, the Secretary of the Army approved the design as the official emblem to represent the Army on 29 January 1974.

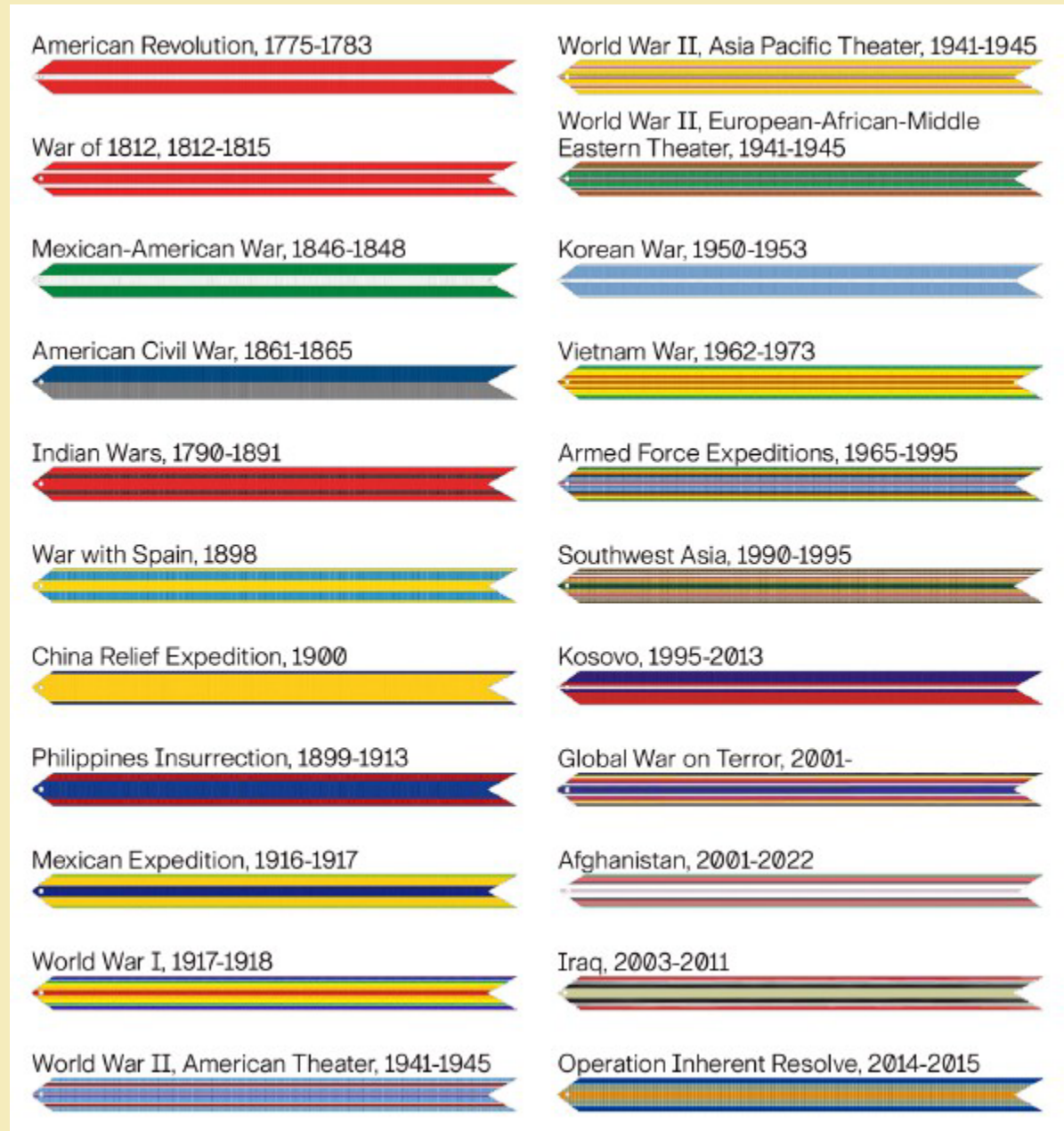


The Army Flag – The Army Flag was dedicated and unfurled to the public on 14 June 1956 at Independence Hall, Philadelphia on the 181st anniversary of the establishment of the Army. Measuring 4 feet 4 inches by 5 feet 6 inches, the flag is of white silk with a blue embroidered central design of the original War Office seal. "United States Army" is inscribed in white letters on a scarlet scroll, with the year "1775" in blue numerals below.



Army Song – The Army Song was originally written by Field Artillery First Lieutenant (later Brigadier General) Edmund L. Gruber while stationed in the Philippines in 1908 as the "Caisson Song." The original lyrics reflect routine activities in a horse-drawn Field Artillery battery. The song was transformed into a march by John Philip Sousa in 1917 and renamed "The Field Artillery Song." It was adopted in 1952 as the official song of the Army and retitled, "The Army Goes Rolling Along." The lyrics tell the story of our past, our present, and our future. The "Army Goes Rolling Along" is played at the conclusion of every U.S. Army ceremony and all Soldiers are expected to stand and sing.

Army Campaign Streamers – With the explicit purpose to fight and win wars, our Army remembers the times when called to our nation’s service by creating the U.S. Army Campaign Streamers. Below are the named campaign streamers authorized to be hung from the Army flag. The 190 streamers attached to the Army Flag staff denote campaigns fought by the Army throughout our nation’s history. Each streamer (2 3/4 inches wide and 4 feet long) is embroidered with the designation of a campaign and the year(s) in which it occurred. The colors derive from the campaign ribbon authorized for service in that particular war.



CHAPTER 3

Professional Conduct and Discipline – The primary responsibility of our Army is to conduct sustained land combat. The Army is to deliver ready, trained, and equipped forces to meet this demand. When not engaged in combat our focus is preparing for war. The two ways we meet this readiness call is through inspired leadership and disciplined Soldiers.

A Soldier's personal and professional conduct, their appearance, and discipline sets the Army apart. Knowing and enforcing standards in appearance and conduct is critical to the Army profession. Soldiers with the courage to make on-the-spot corrections, will be more capable to standfast in the face of the enemy. It is each Soldier's responsibility to follow standards, and it is each leader's responsibility for the standards to be known, understood, and enforced.

"Discipline is the soul of the Army. It makes small numbers formidable; procures success to the weak, and esteem to all." – President George Washington

Army Authorities – In general there are two types of Army authorities: Command Authority and General Military Authority. These authorities are what guides our conduct, the execution of our roles as Soldiers, and drives discipline. Command is a balance in the relationship between commanders, other officers, noncommissioned officers, and enlisted Soldiers and are distinct in their own ways.

Command Authority – Enabled by law and reinforced by regulation. Leaders exercise military authority over Soldiers by rank and position. This authority ensures effective and efficient leadership and decision-making in military operations.

General Military Authority – Allows a Soldier to make an on-the-spot correction of a fellow service member regardless of rank, position, location, on or off duty, and in or out of uniform. All Soldiers are empowered with general military authority to hold fellow Soldiers to the standard.

Personal and Professional Conduct – Military discipline is the foundation of our personal and professional conduct. We as Soldiers must be self-disciplined, have respect for authority, and embrace the Army profession, its ethics, and its values. Discipline is developed through individual and group teaching and shared hardships. This creates a mental attitude of accountability to your fellow Soldiers and more importantly to yourself.

Seniors and Juniors – All Soldiers are required to obey the legal orders of their lawful seniors. Soldiers and leaders will act consistent with regulation in any case where a Soldier's conduct violates good order and military discipline. All Soldiers will convey respect when speaking to or being addressed by a senior, officers will be referred to as "Sir" or "Ma'am" and NCOs will be referred to by their rank or title. Juniors will stand at attention when speaking to or being addressed by a senior officer and parade rest for an NCO unless told to do otherwise.

Responsibilities – It is the responsibility of commanders and leaders to ensure that military personnel under their command present a neat and soldierly appearance. A vital ingredient of the Army's strength and military effectiveness is the pride and self-discipline that American Soldiers bring to their service through a conservative military image. To support commanders, leaders and Soldiers must hold themselves and each other accountable to the published standards and discipline.

Stewarding the Profession – As Soldiers we are responsible for safeguarding the Army profession. To disparage the Army on any medium is not appropriate. Responsible stewardship includes caring for Army people and resources while ensuring we can accomplish our mission now and in the future.

Saluting – All Soldiers in uniform will salute when they meet and recognize persons entitled to the salute. Officers (commissioned and warrant) of all U.S. military branches and President of the United States will be saluted by Army personnel in uniform.

National Anthem – All Soldiers will render proper honors showing respect to the national anthem and colors. Courtesies will be rendered both on and off duty and in and out of uniform. Soldiers in civilian clothes will face the flag at attention, or music if flag is unseen, with their right hand over their heart. Remove headgear when applicable.

Retreat and Reveille – All Soldiers will render courtesies during retreat and reveille both on and off duty and in and out of uniform. Soldiers in civilian clothes will face the flag at attention, or music if flag is unseen, with their right hand over their heart. Remove headgear when applicable.

Fraternization – Soldiers will be cognizant that their interactions do not create an actual or clear perception of undue familiarity between an officer and enlisted Soldier, or between an NCO and junior-enlisted Soldier.

Social media – All Soldiers will follow the Army's social media guide for personal and official accounts. Commanders have the authority to prohibit personnel from participating in any cyber or social media activity that will adversely affect the good order and discipline within a command.

The Army Profession – The Army profession is the vocation of all Soldiers entrusted to defend the Constitution and the rights and interests of the American people. It is unique because of the responsibilities related to the ethical application of violence on behalf of our nation. The Army Values guide the Army profession. As a professional force, the Army will maintain the trust of society based on our character, commitment, competence, and culture.

Character – Is the moral and ethical qualities of the individual. A Soldier's character is their true nature guided by their conscience. A Soldier of good character adheres to laws, regulations, and unit standards.

Commitment – Is the willing dedication and allegiance to a cause or organization. Commitment is critical to overcoming adversity. Strong commitment to the Army Values and Warrior Ethos is vital for the Soldier.

Competence – Is demonstrated by Soldiers having the appropriate level of technical and tactical expertise to execute their mission. Being competent allows the Soldier to strive for excellence while performing their duties with discipline and to standard.

Culture – Is grounded in the Army Values and serves as our foundation consisting of our shared beliefs and practices. Our people-focused approach safeguards Soldiers from harmful behaviors and builds cohesive teams. The Army culture reflects the shared identity, common mission, purpose, and sacrifice of the Soldier.

Trust – The Army is trusted to defend the Constitution and the interests of our nation. It is critical that we maintain the trust of our civilian leaders and the American people. Trust enables the success of all organizations. Soldiers foster mutual trust through realistic training, shared hardships, consistent positive behavior, mutual respect, and common experiences.

APPENDIX A.

Baseline Appearance Standards – A Soldier's personal appearance is a measure of their professionalism and their responsibility to ensure it reflects the highest level of professionalism. Proper wear of Army uniforms and adherence to grooming standards is a matter of pride. It signifies discipline, esprit de corps, and morale within a unit. Leaders at all levels are empowered and have a responsibility to enforce the standards. Leaders will know and enforce all grooming standards for all personnel in their formations. Soldiers will always present a professional image and set the example, both on and off duty. Pride in appearance includes physical fitness and adherence to the Army Body Composition Program. Leaders will use regulations, policies, the Army Values, and common sense when making individual or collective decisions on the wear and appearance of Army uniforms and civilian clothing.

A.1. Religious Accommodation – Religious accommodation requests related to the wear and appearance of the uniform, personal appearance, and personal grooming practices must be submitted in accordance with regulation. Soldiers may wear religious apparel, articles, or jewelry with the uniform, to include the physical fitness uniform. Wear and appearance standards for Soldiers with approved religious accommodations for hijabs (head scarfs), beards, and turbans are also provided in regulation. The Army uniform regulations for standards of personal appearance and grooming are as specific as is practicable to establish the guidelines all Soldiers must comply with.

A.2. Uniforms – Will fit properly, be clean, serviceable, and pressed as necessary. All Soldiers will wear an Army uniform while on duty. Soldiers on official travel may wear an Army uniform or appropriate civilian attire. Civilian clothing while on duty will be appropriate for the occasion and reflect positively on the Army.

Physical Fitness Uniform – Is authorized for year-round wear by all personnel. Is authorized for wear on and off duty and on and off installations, unless restricted by the commander. Soldiers may not wear the PT uniform for commercial travel. Soldiers will not wear the PT uniform in off-post establishments unless for the purchase of essential items (for example, gas). The PT uniform is not considered appropriate for social or official functions off installations. It is not appropriate for parades, reviews, and ceremonies. The PT uniform is not intended for wear as an all-purpose uniform when other uniforms are more appropriate.

Headgear – Will always be worn except in the following circumstances: when it would interfere with the safe operation of a military vehicle, when in a privately owned vehicle (includes motorcycles and bicycles), and in commercial vehicles or public transport. Headgear will not be worn when indoors unless directed, such as for indoor ceremonies. Headgear is not required to be worn to evening social events (after retreat) when wearing the Army service and dress uniforms or the mess and evening mess uniforms.

A.3. Hair – Many hairstyles are acceptable as long as they are neat and conservative. Hairstyles will be adjusted when it is considered a safety hazard.

Male Hair – Will be neat and professional. Wigs or hairpieces will conform to Army hair standards and will have a tapered appearance. Combed hair will not fall over the ears or eyebrows. Sideburns will not extend below the bottom of the ear opening and will not be tapered, flared, or come to a point.

Female Hair – Will be neat and professional. Wigs or hairpieces will conform to Army hair standards. Wigs will not be used to cover up unauthorized hair styles. Hair holding devices are only authorized for the purpose of holding hair, not decorative purposes. All devices must be a plain color and as close to the Soldier's hair color as possible or clear. Braids, cornrows, twists, and locks are authorized. Ponytails are authorized in any military uniform. There is no minimum length for the wear of a ponytail or braid(s), unless in a military uniform. Bangs will not fall below the eyebrows and will not be visible underneath the front of the headgear. Hair extensions are authorized and will have the same general appearance as the individual's natural hair. The bulk of the hair will not exceed 2 inches measured from the scalp except a bun which is worn on the back of the head and may extend 3½ inches from the scalp and be no wider than the width of the head. Hair will be neatly and inconspicuously fastened or secured in either a bun,

singular ponytail, two braids, or singular braid. Multiple locs, braids, twists, or cornrows may come together in one or two braids or a single ponytail. Braids and singular ponytails may be worn down the center of the back in all uniforms, but the length will not extend past the bottom of the shoulder blades when standing at the position of attention.

Facial Hair – Males will keep their faces clean-shaven while on duty (in uniform or civilian clothes). Mustaches will be neatly trimmed, tapered, and tidy. Mustaches will not present a chopped off or bushy appearance and no portion will cover the upper lip line, extend sideways beyond the vertical line of the corner of the mouth or extend above the lowest portion of the nose. Beards are not authorized unless given the appropriate medical profile or a religious exemption. Beards will be neat and conservative and present a professional appearance. The beard will not impair the ability to operate an assigned weapon, military equipment, or machinery. While on a shaving profile, beards will be trimmed close to the skin and will not exceed 1/4 inch unless medically justified. Soldiers on a medical profile are not authorized to shape the hair growth such as, but not limited to, goatees, handlebars, soul patches, or forks. Beards must be maintained not to exceed a length of 2 inches when measured from the bottom of the chin. Beards exceeding 2 inches will be rolled and/or tied to achieve the required length. Styling products to groom or hold the beard in place are authorized.

A.4. Cosmetics and Earrings – Females may wear cosmetics while on duty (in uniform or civilian clothes), provided they are applied modestly and conservatively, and comply with the cosmetics policy. Lipstick will not distinctly contrast with the natural color of the lip. Males are prohibited from wearing cosmetics unless medically prescribed. Only females are authorized to wear earrings while on duty (in uniform or civilian clothes). Screw-on, clip-on, and post-type are authorized in gold, silver, or diamond. They will be unadorned, spherical, or square and will not exceed 6 mm or 1/4 inch in diameter. Earrings will only be worn in a matched pair with one per ear lobe. Earrings may be worn in the Army Combat Uniform except during a combat-related deployment, field environment, and locations where access to regular hygiene is limited. Earrings are not authorized for wear with the Army Physical Fitness Uniform. Earring wear is not restricted when off duty and out of uniform as long as earrings do not create or support ear gauging.

A.5. Eyelashes, Fingernails, Tattoos, and Brands – Eyelash extensions are not authorized unless medically prescribed.

Extremist, indecent, sexist, and racist tattoos and brands are unauthorized. Soldiers may not cover tattoos or brands with bandages or cosmetics to comply with Army policy.

Fingernails will be kept clean and trimmed. Females may wear nail polish that is nude/natural shades, American Manicure, and light pink while on duty in uniform or civilian clothes. Nails will not exceed 1/4 inch measured from the fingertip. Square and rounded shapes are authorized. Males can only wear clear nail polish and fingernails will not extend beyond the fingertip.

A.6. Headphones – Soldiers may use headphones, including wireless or non-wireless devices and earpieces, in uniform while performing individual physical training in indoor gyms or fitness centers. Soldiers may not wear headphones while taking the physical fitness test of record. Hands-free devices are allowed while operating a vehicle (including a motorcycle or bicycle) if not prohibited by policy or law.

APPENDIX B.

Digital Leader Tools



United States Army



Center for Army Lessons Learned



Army Publishing Directorate



IPPS-A



Army Career Tracker



Center for Army Leadership



SHARP



MHS Genesis



Suicide Prevention



Army Training Network

APPENDIX C.

Army Song

The Army Goes Rolling Along

*March along, sing our song, with the Army of the free.
Count the brave, count the true, who have fought to victory.
We're the Army and proud of our name!
We're the Army and proudly proclaim:*

*First to fight for the right, and to build the Nation's might
And the Army goes rolling along.
Proud of all we have done, fighting till the battle's won
And the Army goes rolling along.*

*Then it's hi! hi! hey! The Army's on its way.
Count off the cadence loud and strong;
For where'er we go, you will always know, that the Army goes rolling
along.*

*Valley Forge, Custer's ranks, San Juan Hill and Patton's tanks
And the Army went rolling along.
Minute men, from the start, always fighting from the heart
And the Army keeps rolling along.*

*Then it's hi! hi! hey! The Army's on its way.
Count off the cadence loud and strong;
For where're we go, you will always know, that the Army goes rolling along.*

*(slower, more freely)
Men in rags, men who froze, still that Army met its foes
And the Army went rolling along.
Faith in God, then we're right, and we'll fight with all our might
As the Army keeps rolling along.*

*Then it's hi! hi! hey! The Army's on its way.
Count off the cadence loud and strong; (two! three!)
For where'er we go, you will always know
That the Army goes rolling along! (keep it rolling!)
And the Army goes rolling along!*

CHAPTER 4



DEPARTMENT OF THE ARMY

HEADQUARTERS, NATIONAL TRAINING CENTER & FORT IRWIN
BUILDING 988 INNER LOOP RD
FORT IRWIN, CA 92310-5000

REPLY TO
ATTENTION OF

AFZJ-CG/CSM

1 April 2025

MEMORANDUM FOR All Soldiers Assigned to the National Training Center

SUBJECT: Desert Standards

1. Standards, and compliance to standards, are what make our Army the best in training, readiness, and safety. Enforcement of standards helps us achieve Excellence, Competence, Confidence, Discipline, and Esprit-de-Corps.
2. The Desert Standard Handbook is required knowledge for all Soldiers. Our standards and history are the foundation for the Esprit-de-Corps of the unit and the panache of its leaders.
3. Leaders will maintain this knowledge and train new Soldiers in its content. Non-Commissioned Officers are an integral part to enforcing these and all standards and do so with my full support.
4. Non-Commissioned Officers are the keepers of the standards. This handbook will assist us in accomplishing that mission. As Soldiers, each of us has a personal responsibility to ensure we know what the standards are, and that we adhere to and enforce them. When Soldiers fail to comply with fundamental standards, the enforcement of standards in other areas begins to slip. This will affect training, maintenance, and everything else a unit does.
5. All Officers, Warrant Officers, Non-Commissioned Officers and Enlisted Members of the National Training Center and Ft Irwin will ensure they and their Soldiers know the standards. No Leader will ever pass by a deficiency without correcting it. The instant we do so, we no longer have an Army of excellence, but an Army of options.

TRAIN THE FORCE!

//ORIGINAL SIGNED//

Carvet C. Tate
CSM, USA
NTC Command Sergeant Major

//ORIGINAL SIGNED//

Brandon C. Anderson
Brigadier General, US Army
Commanding



NATIONAL TRAINING CENTER

MISSION

The National Training Center conducts tough, realistic, Unified Land Operations with our Unified Action Partners to prepare Brigade Combat Teams and other units for combat while taking care of Soldiers, Civilians, and Family members.

COMMANDER'S TRAINING VISION

NTC's singular focus is to train units to win the first fight of the next war and maintain that fight until the final battle, while enhancing the quality of life in our high desert community.

COMMANDER'S PRIORITIES

- *Adapt to win the first and final fight of the next war!*
- *Inform the Army.*
- *Maintain and build unit readiness.*
- *Invest in the High Desert Community.*
- *Lead.*

NATIONAL TRAINING CENTER AND FORT IRWIN

HISTORY

The Fort Irwin area is rich with history dating back almost 15,000 years, when Indians of the Lake Mojave Period were believed to live in the area. Indian settlements and pioneer explorations in the area were first recorded when Father Francisco Barces, a Spaniard, traveled the Mojave Indian Trail in 1796. During his travels, he noted several small bands of Indians and is believed to have been the first European to make contact with the Indians of this area.

Jedediah Smith is thought to have been the first American to explore the area in 1826. A fur trapper, Smith was soon followed by other pioneers traveling the Old Spanish Trail between Santa Fe and Los Angeles. Bitter Springs, on the eastern edge of Fort Irwin, was a favorite stop over site.

In 1844, CPT John C. Fremont, accompanied by Kit Carson, was the first member of the US Army to visit the Fort Irwin area. CPT Fremont established a camp near Bitter Springs that served travelers on the Old Spanish Trail, and later the Mormon Trail, linking Salt Lake City to California. This camp was later to become an important supply center for pioneers during California's settlement and gold rush.

The California Gold Rush brought prosperous trade and unexpected trouble to the area. As California grew, and more travelers used the trails to enter the territory, raids and horse stealing became a problem. In 1846, the Army's "Mormon Battalion" patrolled the Fort Irwin area to control the raiding and

horse stealing. During the Indian Wars the Army constructed a small stone fort overlooking Bitter Springs and patrolled the Fort Irwin area.

In the 1880's the area experienced an economic boom with the discovery of borax at Death Valley. From the late 1800's to the early 1900's, the area began to grow tremendously as mining operations of all types flourished. Soon railroads, workers, and businesses led to the establishment of the nearby town of Barstow.

The years following the Indian Wars were quiet militarily. In 1940, President Franklin Roosevelt established the Mojave Anti-Aircraft Range, a military reservation of approximately 1000 square miles in the area of the present Fort Irwin. In 1942, the Mojave Anti-Aircraft Range was renamed Camp Irwin, in honor of MG George LeRoy Irwin, commander of the 57th Field Artillery Brigade during World War I. Two years later, Camp Irwin was deactivated and placed on surplus status.

Camp Irwin reopened its gates in 1951 as the Armored Combat Training Area and served as a training center for combat units during the Korean War. Regimental tank companies of the 43d Infantry Division from Camp Pickett, Virginia were the first to train at the new facility. The post was designated a permanent installation on 1 August 1961 and renamed Fort Irwin. During the Vietnam buildup, many units, primarily artillery and engineer, trained and deployed from Fort Irwin.

In January 1971, the post was deactivated again and placed in maintenance status under the control of Fort MacArthur (Los Angeles), California. The California National Guard assumed full responsibility for the post in 1972. From 1972 to late 1980, Fort Irwin was used primarily as a training area by the National Guard and reserve components.

On August 9, 1979, the Department of the Army announced that Fort Irwin had been selected as the site for the National Training Center. With over 1000 square miles for maneuver and ranges, an uncluttered electromagnetic spectrum, airspace restricted to military use, and its isolation from densely populated areas, Fort Irwin was an ideal site for a National Training Center. The National Training Center was officially activated October 16, 1980, and Fort Irwin returned to active status on July 1, 1981. Since its activation, the National Training Center has witnessed many firsts. The first unit to train against the Opposing Force at the NTC were from 1st Brigade, 1st Infantry Division in January 1982. Infantry and engineer units first augmented the Opposing Force in 1984. June 1984 saw the first use of M1 Abrams tanks and M2 Bradley fighting vehicles on the National Training Center battlefield. The first armored cavalry squadron rotation occurred in November 1984. Units from the 101st Airborne Division participated in the first light force rotation in March 1985. The 197th Infantry Brigade participated in the first extended rotation with brigade operations in June 1985. The first urban terrain mission was conducted at the National Training Center Pioneer Training Facility in December 1993. The first unit to conduct a Mission Rehearsal Exercise was the 1st Brigade of the 1st Cavalry Division in OCT/NOV 2003

The National Training Center and Fort Irwin continue to serve as the Army's premier training center preparing units from all over the globe in support of operations in Afghanistan, and for future contingencies worldwide. Officials from many countries have visited the National Training Center and use it as a model to build their own training centers. As in the past, Fort Irwin pits Soldiers against a harsh environment, but now adds a determined and formidable opposing force. As during World War II, Korea, Vietnam, Desert Storm, and the Global War on Terror, the National Training Center and Fort Irwin continue to train units to fight and win on the battlefield.

The NTC & 11th ACR Museum has exhibits depicting the Bitter Springs Area (NTC-Fort Irwin) from the first official government representatives, CPT John Fremont & Kit Carson through today's desert military training. The 11th ACR's portions of the gallery reflect its history from 1901 to the present. This is a unique museum with extensive artifacts and dioramas depicting both histories of today's Fort Irwin. Please visit the museum to learn more about your Installation and the units' missions here at the National Training Center.

General Guidance

Paper and Pen. Soldiers will always be prepared to take notes by always having paper and pen available (except during physical readiness training).

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.

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.

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.

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/>.

Chapter 5

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.**

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. 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.

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.** During physical training, the following rules apply:

1. 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.
2. Soldiers may also wear a solid black armband for electronic devices in the gym or fitness center.
3. Soldiers may **NOT** wear headphones or armbands while in uniform and outdoors.
4. 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.
5. Soldiers may **NOT** play music during runs, foot marches, or other outdoor on-the-move activities.

6. Music will be played at a volume that does not interfere with other formations and will not contain profanity, degrading, or distasteful content.

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.

Eyewear. The following rules apply to eyewear and contact lenses:

1. Conservative civilian prescription eyeglasses are authorized for wear with all uniforms.
2. Conservative prescription and nonprescription sunglasses are authorized for wear when in a garrison environment.
3. In field environments, Soldiers will only 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/)
4. Contact lenses that change the natural color of the eyes are prohibited while on duty.
5. Contact lenses are NOT authorized in field conditions.

Duty Uniforms. All military uniforms will be worn IAW AR 670-1 and DA PAM 670-1. Leaders must understand the weather/environment when planning outdoor activities. 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. All personnel will maintain a high standard of dress and appearance.

Uniforms will be properly fitted (trousers, pants or skirt should not fit tightly), clean, serviceable and pressed as necessary (ACUs are not authorized to be starched). *At no time will the sleeves of the OPFOR uniform be rolled without unit commander authorization.* Personnel must project a military image that leaves no doubt that they live by a common military standard and are responsible to military order and discipline. Personnel will ensure that when articles are carried in pockets i.e., wallets, checkbooks, combs and keys, that these articles do not protrude from the pocket or present a bulky appearance. **Items such as keys and key chains will not be attached to belt loops or belts unless required for duties being performed, i.e., charge of quarters or armorer.** *Cell phones and pocket clip knives will not be exposed while in uniform.* Personnel will not place their hands in their pockets, except momentarily to place or retrieve objects. Uniforms will be kept buttoned, zipped and snapped. Metallic devices such as metal insignia, belt buckles and belt tips will be kept in proper luster and be free of scratches and corrosion. Lapels and sleeves of jackets will be roll pressed, without creasing.

1. Garrison Uniform

The uniform will be a clean and serviceable ACU uniform with button pockets, name tape, US Army tape, rank, colored cloth flag, or subdued flag for Operations Group, and Shoulder sleeve insignia. 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. Soldiers may wear the combat vehicle crewman uniform on duty when prescribed by the commander for combat vehicle operations IAW CTA50-900 and unit SOPs. The combat vehicle crewman uniform is not intended for wear as an all- purpose uniform when other uniforms are more appropriate.

2. Box Uniform

- a) **OC/T Uniform:** Same as the Garrison Uniform with the following additions: no skill badges will be worn unless sewn on; clean, serviceable combat helmet or patrol cap, APEL approved eye protection, approved hearing protection, approved gloves, FLC/TAP worn

IAW critter team SOPs, personal hydration system, subdued flag, and issued tourniquets and IFAK. Critter team hats refer to headgear in this chapter.

- b) **Blackhorse Uniform:** Will be worn without the following additions: no skill badges will be worn unless sewn on; clean, serviceable combat helmet or “boonie hat”/patrol cap with rank, APEL approved eye protection, approved hearing protection, approved gloves, FLC/TAP, personal hydration system, camouflage flag, and issued tourniquets and IFAK worn IAW Unit SOPs. **The boonie hat is the primary headgear for the Blackhorse uniform on the installation.**

- c) **916th Support Uniform:** Will be worn without the following additions: no skill badges will be worn unless sewn on; clean, serviceable combat helmet or patrol cap with rank, APEL approved eye protection, approved hearing protection, approved gloves, FLC/TAP, personal hydration system, camouflage flag, and issued tourniquets and IFAK worn IAW Unit SOPs.

3. Live Fire Uniform

Same as Box Uniform to include Army-issued training/Live-fire 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. 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 Shopettes, gas stations, the PX, the Commissary, or in any other business on the installation.

Headgear. Soldiers in uniform will wear appropriate headgear when outdoors except when it interferes with safety. Wave caps, bandanas, etc. will not be authorized for wear underneath any headgear.

1. **Patrol Cap: The patrol cap is the only head gear worn outside of unit footprints,** it 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.

2. **Critter Team/Palehorse Hats:** Team hats are allowed to be worn in the following areas and/or during the following events: building 990, all team buildings, back 40, operations group-affiliated motor pools, and immediately adjacent parking lots. Team HMMWV lines, burn locations, when actively engaged or observing outdoor AARs, and final NET calls, ISB/RUBA during reception, staging, and onward integration days during a rotation, Unit social events such as OPS Call, NTC Open Call and LPDs, or Official Team functions that take place outside of Operations Group footprint. However, OC/Ts will not wear the team hat until at the specific location. **Wear of team hats outside these locations and activities described above is not authorized.**

3. **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.

4. **Sun “Boonie Hat”:** When wearing the ACU the “Boonie hat” will be worn with rank only in unit motor pools, while in the box and training areas/ranges at the discretion of the Commander or 1SG. **Soldiers will NOT wear the "boonie hat" outside of the above-mentioned areas.**

5. **Black/Coyote Brown Fleece Cap:** The fleece cap may be worn at the discretion of the Commander or 1SG with ACU’s in Garrison, field, flight line, or on static guard duty when the

ambient temperature reaches 32 degrees or below. Soldiers will wear the fleece cap snugly on the head; Soldiers will not roll the cap but can have one-fold that must cover the ears. The fleece cap will not be worn at any off-post area, no matter the weather conditions.

6. **Organizational Headgear (Stetson/Campaign Hats).** 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. The Cavalry Stetson/Campaign hat will be black or sand-tan in color. A braided cord correlated to the soldiers' service branch will be worn snugly around the lower portion of the crown of the Campaign Hat or Stetson. The respective brass rank and Cavalry brass insignia will be worn centered on the front part of the crown of the Campaign Hat or Stetson. The Distinctive Unit Insignia will be worn centered on the back side of the crown of the Campaign Hat or Stetson. **No additional items are allowed to be worn on the Campaign Hat or Stetson.** The Campaign Hat or Stetson may be worn on the LAST DAY of the duty week anywhere on the installation. The Campaign Hat or Stetson will be worn IAW AR 670-1 and DA PAM 670-1 as an authorized standard head gear, i.e., must be removed while indoors. The exception to this policy for wear of the Campaign Hat and Stetson other than the LAST DAY of the duty week or indoors are ceremonies or Cavalry events, i.e., Change of Command/Responsibility ceremonies, Regiment Fiddler's Green, Spur Rides, Hail & Farewells, Honorary Rolls, Open Call, or other events deemed by the MSC Commander to be directly supporting esprit de corps and Cavalry traditions. **Under no circumstances will they be worn in AAFES, Commissary, or support agency facilities. Spurs may be worn when the Stetson is authorized.**

Cavalry Spurs/ Colored Patches. Spurs and colored patches may be worn on the LAST DAY of the duty week anywhere on the installation. The exception to this policy for wear of the Cavalry Spurs other than the LAST DAY of the duty week are Cavalry events such as Change of Command/Responsibility ceremonies, Regiment Fiddler's Green, Spur Rides, Hail & Farewells, Honorary Rolls, Open Call, or other events deemed by the MSC Commander to be directly supporting esprit de corps and Cavalry traditions.

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.

Civilian Clothing. During Mohave Reception Integration Program (MRIP) and other occasion/directed unit events where civilian clothing serves as the prescribed uniform, units will use the following guidelines (unisex). When appropriate for official on-duty activities such as training, MRIP, 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. Civilian Clothing **NOT AUTHORIZED** for wear on Fort Irwin:

1. Articles of clothing that are cut out, transparent or excessively tight, serve to accentuate immodestly the sexual characteristics of the wearer. This provision does not prohibit tight clothing worn during physical training and appropriate activities at swimming pools, beauty pageants, body building competitions, fashion shows and athletic events.
2. Clothing worn as an outer garment that was manufactured to be worn as an undergarment. This does not include t-shirts.
3. Articles of clothing that are soiled, torn or otherwise present a ragged or unkempt appearance. Cut-off pants with ragged edges, exposing private parts or torn areas may not be worn.
4. Cut-off ACU pants or shirt.

5. Shorts or trousers that expose any part of the buttocks or underwear or are otherwise immodest, whether worn by males or females.
6. Articles of clothing upon which appear words or pictures, imprints or drawings that:
 - a) Are obscene, lewd, lascivious, or profane.
 - b) Indicate support of a country, organization, or individual advocating the overthrow of the US government.
 - c) Are degrading or insulting to US government agencies, government officials, or the local populace.
 - d) Create disharmony, portray stigmatizing stereotypes, are offensive to any ethnic group, or promote discrimination.
 - e) Advocate, glamorize, or promote the use of illicit drugs or alcohol abuse.
 - f) Military issued rank on civilian clothing or headgear.
 - g) Articles of clothing, jewelry, accessories and other items, whether carried or worn, that are known to be associated with any group which has engaged in or intends to engage in violence or disorderly conduct.
 - h) Articles of clothing and accessories that might confuse others as to rank, grade, or military status. Attire that might confuse others whether the wearer is a member of or supports a military organization other than the one belonging to the United States, or another organization that would deal or has dealt in military operations.
 - i) Tongue and body piercing anywhere on the body to include the wearing of earring type jewelry other than in the ear is prohibited, while on post and on or off duty.
 - j) Gang-related and extremist type items such as bandannas, rebel flags, swastikas and other such items are prohibited from being worn.
 - k) When deployed, all Soldiers are considered to be in an "on-duty" status at all times. As such, male Soldiers will not wear earrings on or off-post or in any facilities under "military control" such as hotels, gymnasiums, etc.

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

On-Post DFAC. Soldiers and visitors will not wear hats or sleeveless shirts in these establishments. Headphones will not be worn in the serving line.

Chapter 6

Physical Readiness Training General. All Soldiers will conduct Physical Readiness Training (PRT) when in garrison Monday through Friday from 0600-0800. 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 0600 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. There will be No organized PRT in the housing areas.**

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 ACUs are the authorized uniforms for physical readiness training. **These are the only authorized uniforms in on-post fitness centers from 0600-0800 on duty days, regardless of duty status.** Clean and serviceable APFU is authorized for wear in the PX, Commissary, or other facilities as posted by facility managers. 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, or separate Detachment. Logos must be in good taste, no profanity, or lewd images. Shirts will be always worn when conducting individual PRT. A reflective device or flashlight must be always worn/used during low visibility PRT.

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 with approved water source 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 Box uniform with either combat helmet or patrol cap. TRADOC Regulation 350-9 is an appropriate reference as leaders make weather-related risk decisions.

APPENDIX D.

Critter Team Hat Wear Areas Map:

1. Bldg. 990 / OPS Grp HQ
2. Bronco, Ghost, Burro Teams
3. Vulture, Dragon, Wolf, Scorpion, Goldminer, Cobra, Phoenix Teams
4. Tarantula, Eagle, Sidewinder Teams
5. Panther Team
6. Eagle Perch @ BLAF
7. Shockwave during Open-call



OPS Group Critter Team Authorized Hat Wear Areas



APPENDIX E.

NTC IG Update for FY25-Q2



THE IG UPDATE



Religious Accommodations - Beards

Soldiers must request a religious accommodation to engage in religious appearance and grooming practices, regardless of whether the practice is addressed in AR 670-1. Some uniform and grooming requirements may be approved or disapproved by the General Courts Martial Convening Authority (GCMCA). Any request which requires a waiver of Army Policy may only be approved or disapproved by SECARMY or their designee.

Commander's Role in the Process:

- a. Requires timely processing (30 days from initiation to final decision GCMCA/DCS -G1, IAW AR 600-20, Appendix G-3.a.)
- b. Immediate commanders receiving requests will inform DCS -G1 IAW AR 600-20, Appendix G-3.a.(2).
- c. Ensure chaplain conducts face -to-face or telephonic interview and provides memo regarding the religious basis and sincerity of the SMs request
- d. Commanders at all echelons from CO to BDE must provide a recommendation memo recommending either approval, or denial of accommodation. Any denial recommendation must include a justification. In considering their recommendation, commanders should consider:
 - i. The requestor's credibility and demeanor
 - ii. The Circumstances of the request (e.g. timeliness, history or religious observances, period of service already served prior to request)
 - iii. Soldier's ability to articulate the religious basis and religious importance of the requested exemption. (i.e. What things do you do/need to do to exercise your faith, what is the basis for this habit/ritual/rite/etc.?)
 - The Soldier must demonstrate:
 - a. Their request is tied to a sincerely held belief
 - b. **-AND-** that the policy or practice that they are requesting exemption/accommodation substantially burdens their religious exercise (see key terms).
 - iv. The implications of approval (e.g. consistency, fairness, precedent, cumulative impact of multiple approved exemptions within the formation)
 - v. What are the alternative means to enable the Soldiers free exercise of their faith?
- e. A Memo recommending disapproval must demonstrate:
 - i. Disapproval furthers a compelling government interest (see key terms).
 - ii. **-AND-** it is the least restrictive means of furthering that interest.



National Training Center and Fort Irwin
Commanding General
BG Brandon Anderson

Command Sergeant Major
CSM Carvet Tate



Command Inspector General
MAJ Eric Wenstrup
Inspector General NCOIC
MSG Gadiel Quinones

National Training Center and Fort Irwin IG Office
Building R183
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Fort Irwin, CA 92310
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DO

- Ensure you use your support organizations (Legal/IG/EO)
- Keep communications flat at all levels of command
- Use guidelines in AR 600-20 (para. 5-6, Appendix G) and DoDI 1300.17

DON'T

- Hesitate – The deadline from request to GCS G1 is 30 days
- Bias decisions based on religious faith, race, etc.

Key Terms

- **Compelling Government Interest**(DoDI 1300.17): A requirement that is essential to accomplishment of the military mission (including at the individual, unit, and organizational level), and includes such necessary elements as military readiness, ~~in~~ cohesion, good order and discipline, and health and safety.

- **Substantially Burden**(DoDI 1300.17): A government act is a substantial burden in this context if it, (a) requires participation in an activity prohibited by a sincerely held religious belief, (b) prevents participation in conduct motivated by a sincerely held religious belief, **-OR-** (c) places substantial pressure on a SM to engage in conduct contrary to a sincerely held religious belief.

ASSISTANCE AND AVAILABLE SERVICES

1. Army Community Service (ACS)

ACS is a social service agency that assists commanders in maintaining readiness of individuals, families, and communities within America's Army by developing, coordinating, and delivering services which promote self-reliance, resiliency, and stability during war and peace.

Services are offered to Active, Retired, and Reserve Component Soldiers and their Family Members, regardless of branch of service. Department of Defense Civilian Employees (both APF and NAF) are also eligible for most services, as are their Family Members. For more program and hours of operation information, go to the FMWR ACS website.

Telephone: (760) 380-3776

Location: Bldg. 109, Langford Lake Road

2. Army Emergency Relief (AER)

AER's mission is to provide emergency financial assistance to active-duty Soldiers, ARNG and USAR Soldiers on continuous active duty for more than 30 days; Soldiers retired from active duty for longevity or physical disability; ARNG and USAR Soldiers retired at age 60; family members of each group listed above, and surviving spouses and orphans of Soldiers who died while on active duty or after they retired.

Telephone: (760) 380-3513

Location: Bldg. 109, Langford Lake Road

3. American Red Cross

The mission of the American Red Cross (ARC) is to improve the quality of human life and to enhance individual self-reliance and concern for others. American Red Cross services help people prevent emergencies, prepare for emergencies and cope with them when they do occur.

Telephone: (760) 380-3697

Location: Bldg. 1204, Normandy Drive

4. Chaplain

The Religious Support Team (RST) welcomes all Soldiers, families, retirees and civilians to NTC and Fort Irwin. The Team is excited to offer diverse programming that will unquestionably address EVERYONE'S spiritual needs. They support and participate in a wide variety of worship opportunities for adults, children, teens, singles and couples. Make sure to visit the chapel on post to see which one suits your style. You can find services info by calling the chapel or reading a brochure.

Chaplains and assistants are here to help during times of need and happiness. Your first POC is your unit chaplain. If you do not know who he or she is please contact the Post Chaplain's Office.

Telephone: (760) 380-3562

Location: Bldg. 315 at Barstow Road and Second Street

5. Military Justice

The NTC and Fort Irwin Military Justice Division provides advice to commanders and units regarding military justice, including but not limited to courts-martial, administrative separations, and other disciplinary matters. The Military Justice Division provides Trial Counsel who represent the United States at all special and general courts-martial as well as at administrative separation proceedings. The Military Justice Division also provides Judge Advocates to serve as Special Assistant United States Attorneys who represent the United States at misdemeanor criminal proceedings in United States Magistrate's Court.

Telephone: (760) 380-4414

Location: Bldg. 241 on the corner of C Avenue and Third Street

6. Administrative Law

The NTC and Fort Irwin Administrative and Civil Law Division provide legal advice to commanders, staff, and tenant organizations regarding administrative law matters. These include legal review of contract actions, labor and personnel actions, environmental law issues, AR 15-6 investigations, financial

liability investigations, line of duty investigations, Freedom of Information Act and Privacy Act requests, and other matters involving installation activities.

Telephone: (760) 380-9664

Location: Bldg. 241, on the corner of C Avenue and Third Street

7. Legal Assistance

The NTC and Fort Irwin Legal Assistance Office serves active-duty personnel, retirees, and eligible

Family members. Legal assistance attorneys and staff provide legal counseling, draft letters, draft wills and powers of attorney, provide notary service, negotiate legal disputes with third parties, review and explain legal documents (sales contracts, leases, and court papers), provide *pro se* assistance in limited situations, and make referrals to civilian attorneys when appropriate. Legal assistance attorneys will not appear in civilian courts or give advice concerning private income-producing activities.

Telephone: (760) 380-5321

Location: Bldg. 288, Barstow Road across from the Military Police Station

8. Claims

The NTC and Fort Irwin Claims department can assist you with preparing HHG and POV shipment related claims. You have 70 days from the date of delivery to turn in your pink DD Form 1840 to Claims.

Services are provided daily on a walk-in, first come first serve basis.

Telephone: (760) 380-3614

Location: Bldg. 288, Barstow Road across from the Military Police Station

9. Trial Defense Service (TDS)

The Mission of the Trial Defense Services is to support Soldiers pending adverse administrative actions and UCMJ punishment. Our first priority is to Soldiers facing courts-martial and separation boards.

Priority two actions include chapters in which there will be no board and Article 15 actions. We also advise Soldiers who have been informed that they may be suspects and have requested counsel and Soldiers who reasonably believe they may face charges.

Telephone: (760) 380-3282

Location: Bldg. 288, Barstow Road across from the Military Police Station

10. Army Education Center

The NTC and Fort Irwin Army Education Center provides a full range of voluntary educational services.

Army Education Counselors can assist Soldiers, Family Members, and community members with their educational goals clarification and degree/certificate program information, tuition assistance, financial aid, and VA education benefits and BSEP. Contact the respective institution representative to determine the current tuition cost and program availability. Eligible students may use Army TA, GI Bill, grants, or student loan/educational benefits.

Telephone: (760) 380-4218

Location: Bldg. 1020 at the corner of 3rd Street and F. Avenue

11. Better Opportunities for Single Soldiers (BOSS)

BOSS is a Single Unaccompanied Soldiers program. It is designed to support the Chain of Command and increase morale at the same time. All unit BOSS representatives attend a monthly council meeting and promote upcoming activities. Annual BOSS events include Single Soldier Day, The 5K Sun Fun Run, beach trips, local amusement park visits, Christmas Tree sales and various other community-oriented activities.

Telephone: (760) 380-3586

Location: Bldg. 361, Warrior Zone, and Third Street

12. Transition Assistance Program (TAP)

The NTC and Fort Irwin TAP office provides services to personnel transitioning from the Army to civilian life. Transition services are Congressionally mandated and required for all transitioning personnel.

Transitioning Soldiers are **REQUIRED** to receive their Individual Initial Counseling (IIC) between **400 days and 366 days prior to separation, starting any later means that Soldier will be out of compliance**. Soldiers retiring can start as early as two years prior to retirement. Soldiers pending involuntary separation are required to receive their Individual Initial Counseling as soon as their

separation is anticipated. Commander should not wait until the separation is approved to schedule the Soldiers (IIC). Soldiers going through the Medical Evaluation Board (MEB) should receive their Individual Initial Counseling as soon as they **start** the MEB process and not wait until it is approved. It is the command's responsibility to ensure their Soldiers receive their Individual Initial Counseling and complete all required milestones of the TAP, in accordance with public law. Transitioners will contact their TAP office to schedule their Individual Initial Counseling, prior to reaching 365 days preceding their ETS date.

Telephone: (760) 380-5644

Location: Bldg. 312, Avenue E and 1st Street (Next to Starbucks)

13. Army Substance Abuse Program (ASAP)

Reinforces unit urinalysis and provides a full range of screening, treatment and prevention programs to support a sober and drug-free lifestyle for every Soldier, civilian employee, retiree and adult family member in the NTC area.

Telephone: (760) 380-4983/4066/1366/4034/7845

Location: Bldg. 452, 3rd Street and Avenue G

14. Suicide Intervention/Prevention

Common triggers associated with suicidal behavior are relationship problems, legal and/or financial problems, and alcohol/drug related problems. In many cases, it is a combination of these problems linked with poor interpersonal coping skills that lead to suicidal behavior. Unit leaders should be prepared to monitor these individuals and utilize the community, spiritual, and medical assistance that is available.

Contact the Suicide Prevention Program Manager at (760) 380-9446, or your unit Chaplain, or Behavioral Health for assistance and resources for you or your Soldiers. For emergency assistance after duty hours call the Suicide Helpline at 988. One important way to prevent suicide is to know your Soldiers, check on them during life changing events (Marriage, Divorce, birth of a child death of a family member, etc.). Ensure they know you care and are truly concerned about their well-being, and if they need assistance, that you are there to get them the help they need.

15. Family Morale Welfare and Recreation (FMWR)

FMWR contributes to the overall Army Well-Being, which is the personal, physical, and mental state of the Fort Irwin Soldiers, Families, Retirees, and Civilians, which contributes to the overall readiness and execution of NTC's mission. These programs include Army Community Services, Child and Youth Services, Business Operations, and Community Recreation.

Telephone: (760) 380-5111

Location: Bldg. 1317, Normandy Drive, near the corner of Inner Loop and Goldstone Road

16. Inspector General

Office hours are Monday-Wednesday, Friday 0830-1630 Thursday 0830-1200

Phone Numbers: Commercial (760) 380-3038/3039, DSN 470-3038/3039

Location: Bldg. r183, 5th Street located behind Mary Walker Center.

Commanding General's Hotline Number: (760) 380-LINE (5463)

17. Retention

Post Retention Office	Bldg. 340	760-380-3580 / 3581
National Guard / Army Reserve	Bldg. 340	760-380-5250 / 4786
USAG Retention	Bldg. 248	760-380-3841
MEDDAC Retention	Bldg. 166	760-380-5215
11th ACR Retention	Bldg. 189	760-380-3762
916 th SB Retention	Bldg. 587	760-380-3841

18. GARRISON SAFETY DIRECTOR (Motorcycle and ATV information)

COM: (760) 380-1347

DSN: 470-1347

FAX: (760) 380-3239

Excellence is Expected



Lead, Train, Win!