

# THE VICTORY STANDARD



**The BRO and Fort Riley  
Standards Book  
2018**



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**“The enforcement of STANDARDS leads to VICTORY”**

**-DANGER 7-**



**DEPARTMENT OF THE ARMY**  
**HEADQUARTERS, 1<sup>ST</sup> INFANTRY DIVISION and FORT RILEY**  
**580 1<sup>ST</sup> DIVISION ROAD**  
**FORT RILEY, KANSAS 66442-7000**

AFZN-CG


01 October 2018

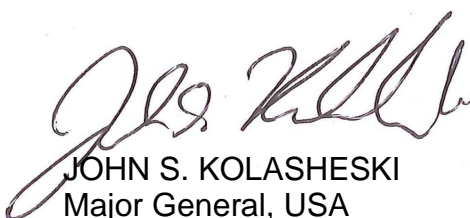
MEMORANDUM FOR All Leaders, Soldiers, and Airmen assigned to the 1<sup>st</sup> Infantry Division and Fort Riley, KS

SUBJECT: 1<sup>st</sup> Infantry Division Standards

1. The primary purpose of the "Victory Standard: The BRO and Fort Riley Standards Book" is to inform all Big Red One and Fort Riley Soldiers of the high standards of conduct and appearance expected in the 1st Infantry Division and on this installation. The men and women of the 1st Infantry Division make up a highly disciplined fighting force that embodies the adage: Brave, Responsible, and On-Point for our Nation. The standards in this book strengthen, enable, and demonstrate that discipline.
2. We must maintain our professionalism at all times. These standards do not represent all the regulatory guidance governing individual Soldiers. They highlight certain points of emphasis found in Army Regulations and are examples of key standards applicable to 1st Infantry Division and Fort Riley Soldiers.
3. Compliance with these standards is fundamental to the discipline of all Big Red One Leaders and Soldiers, as well as all members of Fort Riley. It is important that every Leader and Soldier has pride in one's self as a basis for all other things. Training, maintaining, morale, discipline, and teamwork represent the foundation of this Division's readiness to fight tonight, anywhere in the world.
4. Building and maintaining readiness in our formations starts with comprehensive self-development. Leaders and Soldiers must know why they serve and understand how their efforts are a major part of the unit's success. This can only happen when Leaders and Soldiers commit to doing what's right when no one is looking, and supporting each other to accomplish the mission.
5. Each Soldier assigned to Fort Riley, from PVT to MG, needs to read this book.

Duty First!

  
CRAIG A. BISHOP  
Command Sergeant Major, USA  
Division Command Sergeant Major

  
JOHN S. KOLASHESKI  
Major General, USA  
Commanding

## **PERSONAL CONDUCT**

**1. Purpose.** As Soldiers, we represent much more than ourselves. Whether in uniform or civilian clothes, Soldiers stand out amongst the crowds. As representatives of the 1<sup>st</sup> Infantry Division, the US Army, and that Country itself, it is vitally important that we maintain the highest standards of personal conduct. The people of this Nation look to you as examples of the Army Values, and your personal conduct must reflect this.

### **2. Conduct in public establishments.**

- a. When visiting public establishments, be especially courteous.
- b. Wear proper clothing. Dress accordingly for the place being visited.
- c. Watch your noise level and your language. The Army Values and Warrior Ethos guide us in all aspects of our professional and personal lives.

### **2. Do not drink and drive!**

a. The legal drinking age in Kansas is 21. Soldiers under age 21 are prohibited from drinking, on or off post, at any time. This can cost you your career. "Do the right thing... especially when no one is looking."

b. Use the Drunk Driving Prevention Program (DDPP) at (785) 693-0303 to get you and your vehicle home safe if needed. Sign up before you go out! It's quick and easy to sign up, just log on to <http://www.ddpp.us/>

### **3. Music devices.**

a. Commanders within the workplace can confiscate music devices when they are played in such a manner that disturbs others. The item must be returned to the Soldier prior to the end of the duty day. Remember to be considerate of others.

b. If noise can be heard 50 feet from a vehicle while on the installation, the noise is too loud. This applies if the vehicle is moving or stationary, the windows are up or down, or if it is enclosed or not (i.e. Jeeps, convertibles, or other vehicles without tops).

### **4. Relationships between Soldiers of a different grade (IAW AR 600-20).**

a. When interacting with another Soldier of a different grade, each must be careful to avoid creating a perception of undue familiarity. Relationships between officers and enlisted Soldiers or NCOs and junior-enlisted must all remain professional. Examples of inappropriate behavior might include repeated visits to bars, nightclubs, eating establishments, or homes with Soldiers of different grades. This prohibition does not apply for social gatherings that involve an entire unit, office, or work section.

b. All relationships between Soldiers of a different grade are prohibited if they:

- (1) Compromise, or appear to compromise, the integrity of supervisory authority or the chain of command.

- (2) Cause actual or perceived partiality or unfairness.

- (3) Involve, or appear to involve, the improper use of grade or position for personal gain.

- (4) Are, or are perceived to be, exploitative or coercive in nature.
- (5) Create an actual or clearly predictable adverse impact on discipline, authority, morale, or the ability of the command to accomplish its mission.

## 5. Military Customs and Courtesy.

a. Courtesy among members of the Armed Forces is vital to maintaining military order and discipline. All 1<sup>st</sup> Infantry Division and Fort Riley Soldiers will extend proper customs, courtesies and respect.

b. The 1st Infantry Division greeting is “**Duty First, Sir or Ma’am.**” The response from the officer will be “**Victory.**” When approaching an NCO the appropriate greeting of the day will be rendered, “Good morning Sergeant” the response from the NCO will be the “Unit Motto.”

c. Reveille and Retreat ceremonies.

(1) Reveille: When you are outside, in uniform, not in formation and you hear “Reveille,” you should face towards the US flag, if visible. If the US flag is not visible, face towards the music. In any case, assume the position of attention. Soldiers will salute on the first note of music. After Reveille and before conducting PT, Soldiers will sing the Big Red One Song followed by reciting the BRO charge. **All vehicles on post will stop when the music is heard during Reveille. Military and civilian-attire occupants will dismount their vehicle and render the proper courtesy.**

(2) Retreat: When you are outside, in uniform, not in formation and you hear “Retreat” you should face towards the US flag, if visible. If the US flag is not visible, face towards the music. In any case, assume the position of attention. Soldiers will salute when “To the Colors” is played. **All vehicles on post will stop when the music is heard during Retreat. Military and civilian-attire occupants will dismount their vehicle and render the proper courtesy.**

(3) Soldiers outside will stand at attention and sing the Big Red One or Army Song whenever it is played. These songs are played at the end of every formal ceremony.

## 6. Leave and Passes.

a. Soldiers are encouraged by commanders to take periodic short leaves or to take leave during the unit’s scheduled block leave, rather than save up a large number of days. Leave is requested in advance according to unit SOPs.

b. Block leave programs are treated as part of the commander's annual leave program and are designed to provide maximum opportunity for all Soldiers to take leave at the same time.

c. Passes are an authorized absence from your unit for no more than four (4) days, or when exceeding the 250 mile radius from Fort Riley during non-duty days (mileage pass). Passes are a privilege to be awarded to deserving Soldiers by commanders, they are not a “right.” Passes are granted only to deserving Soldiers and only when they are not otherwise required to perform essential duties.

## UNIFORM WEAR AND APPEARANCE

### 1. References:

- a. AR 670-1, Wear and Appearance of Army Uniform and Insignia, 15 Sep 2014.
- b. DA PAM 670-1 Guide to the wear and appearance of Army Uniforms and Insignia, 25 May 2017.

**2. Purpose.** The Army is a uniformed service where discipline is judged, in part, by the manner in which the individual wears the uniform prescribed. Therefore, a neat and well-groomed appearance by Soldiers is fundamental to the Army and contributes to building the pride and esprit that is essential to an effective military force.

**3. Duty Uniform.** The uniform of the day is prescribed by the commander and is normally the ACU (OCP pattern) or Garrison Culinary Uniform. On occasion, other uniforms may be proscribed by the commander (i.e., ASU, field uniform, etc.). Regardless of the uniform, it will be worn IAW AR/DA PAM 670-1.

**4. ACU, OCP, and UCP** will be worn IAW AR/DA PAM 670-1.

- a. Uniform and boots will present a clean appearance at all times.
- b. Sleeves will remain down or IAW unit commanders sleeve policy.

**5. Field Uniform.** At a minimum, the field uniform consists of the following components: IOTV with IFAK on the lower left side, the Army Combat Helmet (ACH), gloves, and ballistic glasses or goggles.

a. Battalion-level commands have the authority to modify the field uniform based on METT-TC and environmental conditions, but the modified uniform will be the standard for all members of that unit. Individual soldiers are not authorized to modify the field uniform on their own.

b. The patrol cap may be authorized by the senior commander when the unit is deployed in secure areas, or training to simulate FOB-like conditions. Under no circumstances will the patrol cap be worn in place of the ACH during off-FOB operations, ranges, or tactical training outside of garrison.

c. ACH. Soldiers in the rank of SPC or below will have their last name sewn on the helmet band above the wearer's left eye. SGTs and above will have their rank and last name sewn on the helmet band above the wearer's left eye (i.e. SGT JONES).

d. Army Combat Shirt (ACS). The ACS is authorized for wear under the IOTV while deployed for combat operations during off-FOB missions. Commanders may authorize the wear of the ACS during training events, however, only when worn under the IOTV. At no time will the ACS be worn as a standalone top in a garrison environment (for example: PX, shoppette, etc.).

e. The field uniform or NOMEX are not authorized to be worn in off-post establishments.

## **6. The Physical Fitness Uniform.**

a. The Army Physical Fitness Uniform (APFU) is the only authorized uniform for unit physical training during normal training days. The APFU will be worn IAW AR/DA PAM 670-1.

b. Distinctive unit t-shirts may be substituted for black Army t-shirt for battalion/squadron level organizations and higher.

c. The physical training uniform is for physical training. Therefore, it is not authorized for wear off-post or in any of the on-post facilities (for example: DFACs, Post Theater, Bowling Alley, Commissary, PX, etc.). PTs may be worn during the duty week (Monday – Friday) in the DFAC for the breakfast meal only, at a shoppette during the hours of 0600-0900 to purchase essential items (such as bread, milk, gas, and emergency auto repair items). Those traveling to and from the installation may stop at an off post establishment for the same type of services. Soldiers may wear the physical fitness uniform to drop off/pick up children at the Child Care Center during the duty week (Monday – Friday) only when it coincides with conducting physical training. In all cases the APFU will be clean and serviceable IAW AR/DA PAM 670-1.

d. The reflective belt is NOT part of the APFU and is only required when running alone during hours of limited visibility on a route that is open to vehicle traffic. Units and individuals are not required to wear the reflective belt when conducting PT on a closed route.

**7. Civilian Dress on Post.** Grooming is a matter of pride within the military community. Wearing appropriate civilian attire is a personal responsibility within the parameters of good taste and social acceptability. Mixed military and civilian clothing is prohibited, except those garments authorized by AR/DA PAM 670-1. The following wear of civilian clothes is prohibited:

a. Garments which contain, depict, or display any obscene, pornographic, lewd, or lascivious word(s), character(s), picture(s), or symbol(s).

b. Garments, which contain, depict or display any word(s), or expressly condone any criminal conduct in violation of federal law or obviously offensive to individuals or groups on the basis of national origin, race, sex, religion, or employment.

**8. Uniform Wear in the MWR Facilities.** If engaging in a physical activity (for example: bowling, billiards, table tennis, basketball) the uniform blouse may be removed while in MWR facilities. The physical fitness uniform will not be worn in MWR facilities.

**9. Off-post.** Wearing the duty uniform off post is authorized, as long as the uniform is clean, serviceable, and the Soldier is in the complete uniform at all times. The duty uniform in this paragraph is defined as ACU (OCP) or Garrison Culinary Uniform. Combat vehicle crewman uniforms are NOT authorized, except in transit between an individual's quarters and duty station. The Army Service Uniform (ASU), Dress, and Mess uniforms are authorized for wear off-post. Exceptions to wearing the duty uniform off post are:

a. Soldiers will not visit off-post drinking establishments in the duty uniform.  
NOTE: A drinking establishment is defined as a bar or club that primarily sells alcohol. Restaurants primarily selling food items are not considered drinking establishments, however soldiers in uniform are not allowed to consume alcohol while visiting these establishments.

b. Soldiers appearing in court during the duty day, whether on- or off-post, will wear the ASU with all awards and badges IAW AR/DA PAM 670-1 and ALARACT Message 202/2008.

## **10. Travel.**

a. Personnel traveling on Air Mobility Command and non-Air Mobility Command flights on permanent change of station orders, emergency leave, or space-available flights are authorized to wear civilian clothes. (See DOD 4500.54E for information concerning mandatory wear of civilian clothing in foreign countries.) Personnel on official travel and traveling by commercial travel means will wear the service uniform or appropriate civilian attire. Soldiers may wear the combat uniform on commercial flights only when deploying/redeploying or on rest and recuperation leave to and from the combat theater.

b. Civilian attire while on official TDY travel will, at a minimum, consist of pants/tasteful jeans and collared shirt for male soldiers and pants/tasteful jeans/skirt and collared shirt or blouse for female soldiers.

**11. Seasonal Uniforms.** Dependent upon weather conditions, commanders may prescribe cold/warm weather uniforms. Commanders will establish reasonable uniformity throughout their units. In establishing seasonal uniforms, the following guidance is provided:

a. The green fleece is authorized for wear as an outer garment.

b. The green, coyote brown or black micro-fleece watch cap is authorized to replace the patrol cap when temperatures, including wind chill, fall below freezing (32 Degrees). Fleece caps are not authorized for wear off of Fort Riley, KS or as a replacement for the PC while conducting business at establishments on post. The watch cap should only be worn when conducting training or maintenance in unit areas.

**12. Black Beret.** The black beret is the prescribed headgear for those participating in parades and ceremonies, including Change of Command, Change of Responsibility, and retirement. The beret will be retained and worn with the ASU and Garrison Culinary Uniform. It will be worn IAW AR/DA PAM 670-1.

**13. Non-Subdued Big Red One Patches.** The 1st Infantry Division Non-Subdued Big Red One (BRO) patch will only be worn during special events such as parades or changes of command/responsibility for those participating in the event/ceremony.



## PHYSICAL FITNESS TRAINING

**1. Discretion for Non-Traditional Unit PT.** Battalion Commanders are the approving authority for any unit that wishes to conduct physical training competitions or other non-traditional physical activities to improve unit cohesion, morale, and Esprit de Corps. Units are authorized to conduct PT for longer than the 75 minute allotted time, or in the afternoons on “reverse cycle,” as long as it is approved by a battalion level commander and published in the unit training schedule.

**2. Use of Headphones.** The use of headphones while wearing the PT uniform outdoors is NOT authorized on or off the installation. Headphones may be worn in the PT uniform while indoors.

**3. Authorized Individual PT.** Only Battalion CSM/Commanders and above are authorized to conduct PT on their own. This doesn’t relieve them of their responsibility to supervise their unit’s PT conduct. PT will be executed in only designated PT areas.

**4. Big Red One Physical Re-conditioning Program (BRO PReP).** Battalion-level commanders and CSMs are primarily responsible for the Physical re-conditioning Program. The goal of the Physical re-conditioning Program is to reduce the risk of further trauma to an injured Soldier. The program should be a Battalion level program with appropriate oversight.

**5. Post Gyms.** Units are authorized to conduct unit-level PT inside of gyms with prior coordination and reservation of necessary training equipment. Gyms are otherwise prioritized to support the Big Red One Physical Re-conditioning Program (BRO PReP) or Pregnancy/ Post-Partum Physical Training (P3T). Civilian attire is not authorized for wear by Soldiers in gyms during the hours of 0630- 0745. The only exception are those Soldiers participating in P3T or Soldiers with on approved leave or pass.

**6. Sports.** A unit will NOT play sports for PT, nor will any sporting activities be conducted between 0630 and 0745, unless approved by a battalion level commander. The only time a unit may conduct sports is as an additional activity during the day to enhance esprit de corps. A unit will NOT forgo a PRT session to conduct sports.

**7. Foot Marches on Roadways.** One of the greatest dangers on Fort Riley is Soldiers conducting foot marches during hours of limited visibility. The use of CHEM/flashlights lights throughout the formation are required. Preventive measures must be taken to ensure the safety of everyone involved in these events. When marching, Commanders will maximize use of off-road areas, tank trails, firebreaks, and roads with speeds of less than 35 MPH. The following guidelines apply:

a. Formations will proceed with traffic. The formation will have front and rear road guards and all trail vehicles will be off on the shoulder of the road. The Commander will ensure that no one walks in the middle of traffic.

c. Formations will not pass each other on the left side of the Street during PT hours. All personnel must stay to the right of the center line.

## **OFF LIMITS AREAS/ROADS DURING PT**

**1. Reference:** FR Pam 350-2

**2. General.** At no time will PT be conducted in housing areas; except for units in and around the area of Historic Main Post housing (noise will be kept to a minimum when conducting PT in the Historic Main Post housing area and cadence calling is prohibited). Any Road with a speed limit less than 35 MPH that is not listed as 'off limits' is available for use by units to conduct PT and conditioning road marches. Unit runs should only be conducted in/on authorized PT routes.

**3. Restricted areas.** Units are restricted from running on the following roads during PT hours or while conducting individual PT:

- a. Main Post. Williston Point Road, Caisson Hill, 1st Division Road, Huebner road, and Dickman are off limits to units for PT.
- b. Camp Whiteside: All routes except from the softball parking lot on 4th Street, E Street, Third Street and the Riley Conference Center Golf Course are off limits to unit PT. Loops can be made around building 610, northwest of 3rd Street.
- c. Camp Funston: Off limits to unit PT.
- d. Camp Forsyth: Off limits to unit PT.
- e. Custer Hill will be closed to vehicle traffic from 0630-0745.
- f. At no time will foot marches be allowed on roadways where the posted speed limit is 35 MPH or higher.

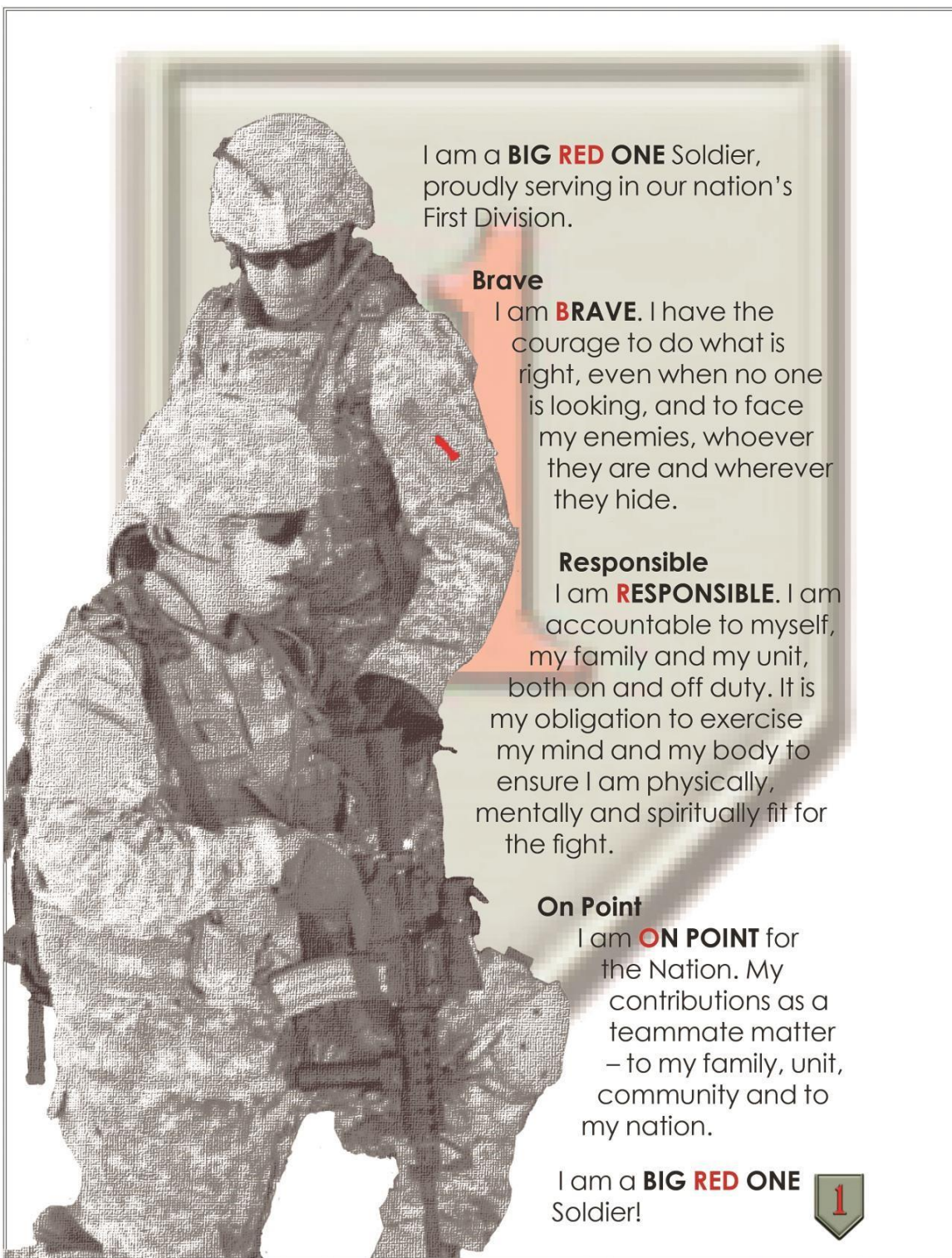
## **ENCLOSURES**

**1. Purpose.** The following enclosures represent some of the priorities within this Division, III Corps, and the Army. They serve as reminders that when we focus on the basics and the fundamentals in both training and character, all of our units will succeed.

**2. Enclosures.**

- The BRO Charge
- The BRO NCO Big 5
- The BRO Big 9
- The Phantom Warrior 5
- The Army Values, The Long Motto Call, and the Big Red One Song

## The BRO Charge




I am a **BIG RED ONE** Soldier,  
proudly serving in our nation's  
First Division.

**Brave**  
I am **BRAVE**. I have the  
courage to do what is  
right, even when no one  
is looking, and to face  
my enemies, whoever  
they are and wherever  
they hide.

**Responsible**  
I am **RESPONSIBLE**. I am  
accountable to myself,  
my family and my unit,  
both on and off duty. It is  
my obligation to exercise  
my mind and my body to  
ensure I am physically,  
mentally and spiritually fit for  
the fight.

**On Point**  
I am **ON POINT** for  
the Nation. My  
contributions as a  
teammate matter  
– to my family, unit,  
community and to  
my nation.

I am a **BIG RED ONE**  
Soldier!





# THE BRONCO BIG 5

- SET THE EXAMPLE
- FOSTER DISCIPLINE BY ENFORCING STANDARDS
- BE ACCOUNTABLE FOR YOURSELF AND YOUR SOLDIERS
- TRAIN SOLDIERS
- MAINTAIN THE WELFARE OF SOLDIERS



Commanders, supported by their staff, use the **BRO Big 9** to drive the conceptual and detailed planning necessary to understand, visualize, and describe their ULO environment; make and articulate decisions and direct, lead and assess decisive action

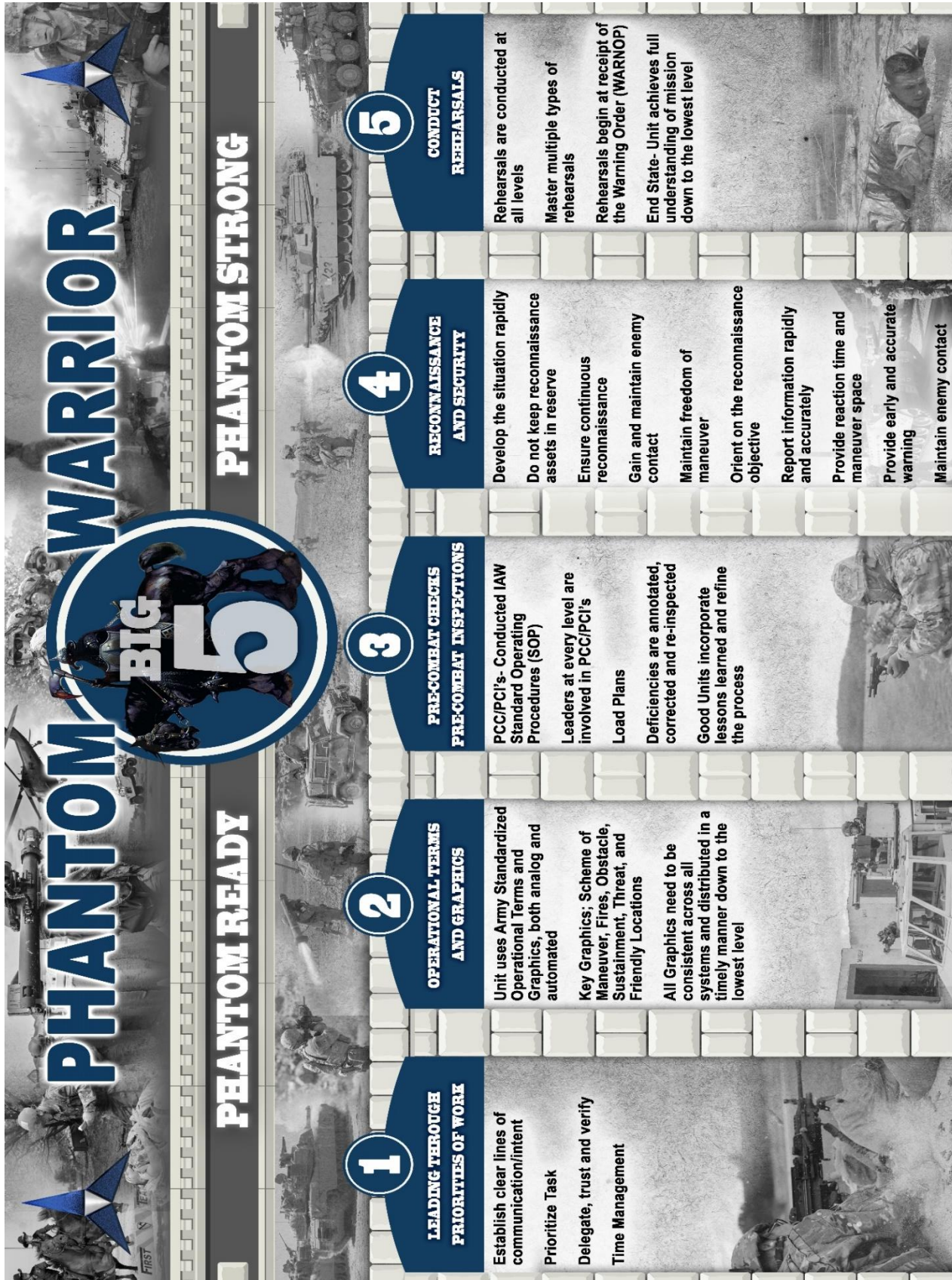
## **THE BRO BIG 9**

1. **Orders / Military Decision Making Process (MDMP)**
2. **Graphics**
3. **Pre-Combat Checks (PCC) and  
Pre-Combat Inspections (PCI)**
1. **Rehearsals**
2. **Security / Force Protection**
3. **Intelligence, Surveillance, and Reconnaissance (ISR)**
4. **Direct / Indirect Fires Planning and Execution**
5. **Composite Risk Management**
6. **Re-Supply and MEDEVAC (Medical Evacuation)**

### **PRINCIPLES**

- **Commanders drive the operations process -**
- **Apply critical and creative thinking -**
- **Build and maintain situational awareness -**
- **Encourage collaboration and dialogue -**





## Enclosure 5

### THE ARMY VALUES

Many people know what the words Loyalty, Duty, Respect, Selfless Service, Honor, Integrity, and Personal Courage mean. However, how often do you see someone actually live up to them? Soldiers learn these values in detail during Basic Combat Training (BCT), from then on, they live them every day in everything they do — whether they are on the job or off. In short, the Seven Core Army Values listed below are what being a Soldier is about.

**Loyalty** - Bear true faith and allegiance to the U.S. Constitution, the Army, your unit and other Soldiers.

**Duty** - Fulfill your obligations.

**Respect** - Treat people as they should be treated.

**Selfless Service** - Put the welfare of the nation, the Army and your subordinates before your own.

**Honor** - Live up to Army values.

**Integrity** - Do what is right, legally and morally.

**Personal Courage** - Face fear, danger or adversity (physical or moral).

### THE LONG MOTTO CALL

From hell to victory!  
(Response) We are the fighting first!

No mission too difficult!  
(Response) No sacrifice too great!

Duty First!  
(Response) Victory!

### THE BIG RED ONE SONG

Toast of the Army,  
Favorite Son! Hail to the brave Big Red One!  
Always the first to thirst for a fight.  
No foe shall challenge our right to victory.  
We take the field, a grand sight to see.  
Pride of the Infantry.  
Men of a great division,  
Courage is our tradition,  
Forward the Big Red One!