

1st Cavalry Division Standards Book

“The
Yellow
Book”



Headquarters, 1st Cavalry Division
Fort Hood, Texas 21 June 2022

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DEPARTMENT OF THE ARMY
HEADQUARTERS, 1ST CAVALRY DIVISION
BUILDING 28000 LEGENDS WAY
FORT HOOD TEXAS 76544



AFVA-CG

21 June 2022

MEMORANDUM FOR all Leaders and Troopers assigned to the 1st Cavalry Division

SUBJECT: 1st Cavalry Division Standards Book (The Yellow Book)

1. The First Team is a standards based unit. Our desired end state is a fit, disciplined, well-trained, cohesive team of teams, built on mutual trust, led by adaptive leaders, with unit pride, élan, Cavalry panache, and a deep appreciation for those who rode before us. Regardless of rank, we expect every Leader in the First Team to:

- a. Know your Soldiers
- b. Take Action
- c. Hold all Leaders and Troopers Accountable

2. The “Yellow Book” is the Division’s “Standards Book” and provides the baseline expectations and standards in the 1st Cav. Leaders and Troopers will have access to a digital or printed copy of the Yellow Book as part of the uniform.

3. Serving in the 1st Cavalry Division is a tremendous opportunity, as the Army’s premier Armored Division we are on the cutting edge of modernization as we re-build the Division to fight as a Division in Large Scale Combat Operations (LSCO). The opportunity to serve in the 1st Cav also comes with our rich Cavalry history, pride, heritage, and traditions. Born in 1921 and having earned its spurs in World War II, Korea, Vietnam, Desert Storm, Iraq, and Afghanistan, our Division continues to proudly stand on point for the Nation today.

4. We all have an obligation to those who rode before us, those who ride today, and to those who will ride after us to uphold the standards of the “First Team” and our Army.

We are the CAV: **C**ourageous, **A**udacious, and **V**ictorious!

First Team!
Live the Legend!

SHADE S. MUNDAY
CSM, USA
Command Sergeant Major

JOHN B. RICHARDSON IV
MG, USA
Commanding

Dignity and Respect

All Troopers and Leaders in the 1st Cavalry Division will be treated with dignity and respect at all times. This includes when Leaders make corrections, instill discipline, enforce standards, and hold people accountable to the standard.

There is never a time or situation when the enforcement of a standard would require a Leader to demean or degrade a fellow Soldier or civilian.

Commanders will provide positive command climates. Leaders will lead through developmental and inspirational leadership.

Schofield's Definition of Discipline

"The discipline which makes the soldiers of a free country reliable in battle is not to be gained by harsh or tyrannical treatment. On the contrary, such treatment is far more likely to destroy than to make an army. It is possible to impart instruction and to give commands in such a manner and such a tone of voice to inspire in the soldier no feeling but an intense desire to obey, while the opposite manner and tone of voice cannot fail to excite strong resentment and a desire to disobey. The one mode or the other of dealing with subordinates springs from a corresponding spirit in the breast of the commander. He who feels the respect which is due to others cannot fail to inspire in them regard for himself, while he who feels, and hence manifests, disrespect toward others, especially his inferiors, cannot fail to inspire hatred against himself."

- Maj. Gen. John M. Schofield
August 11, 1879

"Leadership is the guiding force that makes the MEANS possible... the supreme function of the leader is to set the Standard."

- Coach Gene A. Carpenter
July 1, 1992

The Golden Rule is the standard on the First Team.
"Treat others the way you want to be treated"

Leaders Take Action

The 1st Cavalry Division's vision remains unchanged: build a cohesive team that is fit, disciplined, and well-trained ready to fight and win. To do this we must be guided by eight imperatives;

1. An empowered and unleashed NCO Corps is the only way we achieve results in the areas of discipline and fitness to make our vision more than just words or an aspiration.
2. Be, Know, Do is the means to achieve results, junior leaders must be shown what is right before they can be and do what is right.
3. Senior NCOs must teach junior leaders through showing, demonstrating, and role modeling to create mental models for junior leaders to follow.
4. Showing junior leaders what right looks like must be done at echelon in a train-the-trainer style methodology, using the crawl, walk, run training model.
5. Officers must set a personal example, also role model, to support and empower NCOs to enforce the standards. Officers must live the standards of our Army and not undermine the Non-commissioned Officer Corps.
6. Junior officers and NCOs must know and trust that they have the backing of the Chain of Command to enforce standards.
7. Holding individuals accountable to meet standards is an obligation of all leaders and the standard bearers of the U.S. Army is the Non-commissioned Officer Corps.
8. Leaders must take action. When a leader sees a Trooper, peer, or senior leader not meeting the standard they must have the Moral Courage to take action and make the correction.

Here are eight ways a leader can take action to hold Leaders and Troopers accountable, enforce standards, and instill discipline:

1. On-the-spot corrections in line with [600-20 para. 4-6](#).
2. Informal verbal counseling
3. Formal written counseling
4. Re-training and re-do
5. Developmental Action Plans
6. Corrective Training focused on fixing a deficiency

7. Letter of Concern
8. UCMJ

The six tasks below will be the foundation and the building of blocks for teaching junior leaders HOW to inspect, identify shortcomings, and enforce the standards through taking action and correcting deficiencies. These tasks establish a culture of discipline and standards enforcement, which will spread and become the “how we do business” in the “First Team.”

1. Weekly In-ranks inspections focused on grooming standards, uniform standards, proper Drill & Ceremony and an opportunity for first line leaders to engage their Troopers face-to-face. (Ref. [TC 3-21.5](#))
2. Teach and enforce Military Customs and Courtesies
3. Proper administration and execution of the Army Combat Fitness Test and Army Body Composition Program (Ref. [AR 600-9](#)).
4. Pre-combat inspections and Post Operations Inspections.
5. Barracks room checks and on/off post house visits.
6. 1st Cavalry Division Standards Book education and implementation.

Foreword

All 1st Cavalry Division Troopers will know their General Orders:

1st General Order: I will guard everything within the limits of my post and quit my post only when properly relieved.

2nd General Order: I will obey my special orders and perform all my duties in a military manner.

3rd General Order: I will report violations of my special orders, emergencies, and anything not covered in my instructions, to the commander of the relief.

Discipline

Discipline is based on pride in the profession of arms, on meticulous attention to details, and on mutual respect and confidence. Discipline must be a habit so ingrained that it is stronger than the excitement of battle or the fear of death.

- General George S. Patton Jr.

To be a good soldier a Trooper must have discipline, self-respect, pride in their unit and their country, a high sense of duty and obligation to their comrades and to their superiors, and self-confidence born of demonstrated ability.

- General George S. Patton Jr.

Proud Legions

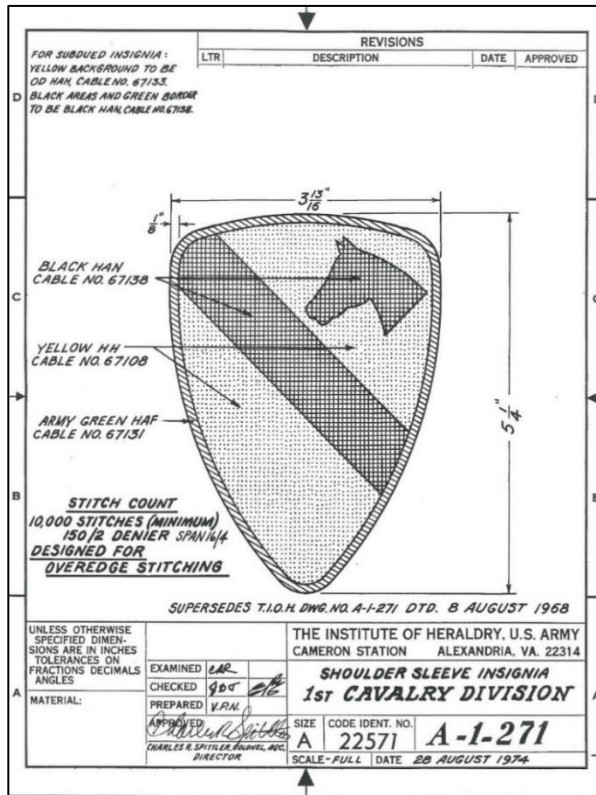
There was no place left to go, and all across the thin perimeter line American soldiers were stiffening. Hatred for the enemy was beginning to sear them, burning through their earlier indifference to the war. And everywhere, the first disastrous shock of combat was wearing off. Beaten down and bloody from the hard lessons of war, troops were beginning to listen to their officers, heed what their older sergeants told them.

A man who has seen and smelled his first corpse on the battlefield soon loses his preconceived notions of what the soldier's trade is all about. He learns how it is in combat, and how it must always be. He becomes a soldier, or he dies.

There had been many brave men in the ranks, but they were learning that bravery of itself has little to do with success in battle. On line, most normal men are afraid, have been afraid, or will be afraid. Only when disciplined to obey orders quickly and willingly, can such fear be controlled. Only when superbly trained and conditioned against the shattering experience of war, only knowing almost from rote what to do, can men carry out their tasks come what may. And knowing they are disciplined, trained, and conditioned brings pride to men— pride in their own toughness; their own ability, and this pride will hold them true when all else fails

*- T.R. Fehrenbach
This Kind of War (pg. 157)*

1st Cavalry Division Patch



On Sep. 6, 1921 the War Department issued Circ No. 232, *Shoulder Sleeve Insignia*, directing divisions to submit patch designs for consideration. The timing could have not been better for the 1st Cavalry Division which was constituted and organized one week later on Sep. 13, 1921. BG Robert L. Howze, the first Commanding General of the 1st Cavalry Division, wasted no time in developing a submission designed by himself, with assistance from Lt. Col. and Mrs. Ben Dorcy. Lt. Col. Dorcy served in the division and he and Mrs. Dorcy were students on heraldry. Despite the guidance to design and submit a single, simple design, BG Howze audaciously submitted a series of 19 multi-colored patches, each identifying separate subordinate units within the division. On Jan. 3, 1922 the 19 distinctive patches for the 1st Cavalry Division were approved.

All other divisions in the U.S. Army had a single shoulder sleeve identification. In 1934, the Secretary of War decided that the 1st Cavalry Division would be reduced to a single patch to conform to the rest of the Army and so – on Dec. 28, 1934 the yellow Norman shield with black diagonal stripe and a black horse's head became the sole patch of the entire 1st Cavalry Division. Mrs. Dorcy would later relay in 1965 how she and her husband were inspired to design the iconic "Big Yellow Patch" stating that the combination of the golden sunset of Fort Bliss and the traditional color of yellow for the Cavalry, were of great influence on the background of the patch. She also relayed the choice of the horse's head for the insignia was made by the family after they observed a mounted trooper ride by their home on a beautiful blue-black thoroughbred. The final design is a patch on a "sunset" yellow triangular Norman Shield with rounded corners, 5 ¼ inches in height, a black diagonal stripe extending over the shield from upper left to the lower right. In the upper right, a black horse's head cut off diagonally at the neck, appears within 1/8 inch of an Army Green border. The traditional Cavalry color of yellow and the horse's head are symbolic of the original organizational structure of the Horse Cavalry. The black diagonal stripe in the heraldry is termed a "Sable Bend" and represents a "baldric" which is a belt worn over the right shoulder to the opposite hip to support the wearing of a saber or pistol, the traditional weapons of the Cavalry. During the Vietnam War, the yellow background of the patch was subdued to Olive Drab (OD) green in order to improve camouflage in the jungles. The yellow and black patch has remained unchanged and it is still worn on the Army Green Service Uniform and on the Army Combat Uniform during ceremonies.

The subdued patch remains the standard on the Army Combat Uniform, the OCP. The 1st Cav patch will not hang off the Velcro on the OCPs and will not be covered by the pocket of the IHWC. For combat veterans of the division, the U.S. flag will be adjusted upward to make space for the 1st Cav patch on the right sleeve and not hang over the velcro.



Wear of the Full-Color SSI on the ACU/IHWC



1. Battalion level commanders may authorize the wear of the full-color SSI on the ACU and IHWCU for special occasions such as, but not limited to commemoration ceremonies or changes of command/responsibility. The full-color SSI will not be worn outside the area where the ceremony or special event is being conducted.
2. Full-color SSI will be worn on the last duty day of the week in Garrison.
3. The full-color SSI will not be worn in a tactical or field environment.
4. All personnel will wear the full-color SSI centered on the hook-and-loop pad provided on the wearer's left sleeve of the ACU and IHWCU only. The SSI is worn centered both horizontally and vertically on the pocket. Full-sized, full-color, and embroidered special skill tabs such as Special Forces, Ranger, Sapper and President's Hundred may also be worn with the full-color SSI. Full-Color Shoulder Sleeve Insignia-Military Operations in Hostile Conditions (SSI-MOHC) is not authorized for wear.
5. The full color-SSI is an organizational item and will be issued to the Trooper. Troopers are authorized to purchase the full-color SSI if lost or damaged.

1st Cavalry Division Combat Service Identification Badge



Description – A yellow color metal and enamel device 2 inches (5.08 cm.) in height consisting of a design similar to the shoulder sleeve insignia. Worn on ASUs and Mess Dress by combat veterans of the 1st Cavalry Division.

1st Cavalry Division Distinctive Unit Insignia



Description – A metal and enameled device 1 inch (2.54 cm) in height overall consisting of a gold colored Norman shield with a black horse's head couped in sinister chief, and black bend charged with two five-pointed stars.

Symbolism – The device is a miniature reproduction of the 1st Cavalry Division's shoulder sleeve insignia with the addition of two five-pointed stars. The division commander and the division staff wore this distinctive insignia design from 1922 to 1934 as a shoulder sleeve insignia.

Background – The distinctive unit insignia was originally approved for the 1st Cavalry Division on Aug. 25, 1965. It was redesignated for the 1st Air Cavalry Division on Aug. 5, 1968. It was redesignated for the 1st Cavalry Division (Airmobile) on Sep. 10, 1968. The insignia was redesignated for the 1st Cavalry Division on May 24, 1971.

Unauthorized 1CD Patch/Digital Representations

There is only one standard for the 1st Cavalry Division patch and digital representations of our patch. Branding is important to an organization and the 1st Cavalry Division takes great pride in the “Big Yellow Patch.” Below are examples of flawed 1CD patches and will not be used on any official briefings, slides, recruiting gear, unit colors, or farewell gifts.



**ONLY AUTHORIZED
1CD PATCH**

UNAUTHORIZED REPRESENTATIONS OF 1CD PATCH

From 2018-2021, there has been an industry wide mistake (“the flattop”) in the manufacturing of the 1st Cavalry Division patch sold at MCSS and by private companies. This issue was the result of a design flaw that was overlooked and went uncorrected. In 2021 the division found that the 1CD patch produced by some manufactures that support the Army had a flaw and was not produced in accordance with the Army standards. Since that time, the U.S. Army Institute of Heraldry which is responsible for the standards of the unit insignia and patches took immediate action and rectified the issues. The correct patch is currently being stocked at MCSS.

The “flattop” patch is not to be worn in the 1st Cavalry Division. Troopers will not be required to purchase the new patch if they were issued a faulty patch. The Division will purchase an initial issue (1 per Trooper) for enlisted Troopers who were issued or purchased a flawed patch at MCSS between 2018-2021.





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29 January 2022

MEMORANDUM FOR RECORD

SUBJECT: Memorandum of Instruction (MOI) Concerning the Wear and Appearance of the CAV Hat, Spurs, and Officer Saber/NCO Sword in the 1st Cavalry Division (1CD)

1. PURPOSE: This MOI defines the general guidelines concerning the wear and appearance of the CAV Hat, Spurs, Saber, and NCO Sword in 1CD.

2. APPLICABILITY: This MOI applies to all personnel, military and DA civilians assigned or attached to 1CD.

3. BACKGROUND:

a. **CAV HAT.** The modern era tradition of the CAV Hat, often referred to as "the Stetson," began in the 1960s during the Vietnam War. The 11th Air Assault Division's Cavalry Scout pilots adopted the Model 1876 cavalry campaign hat as a symbol of their cavalry spirit. By the time the 11th Air Assault Division was reflagged as the 1st Cavalry Division (Air Mobile), the members of the Air Cav Squadron, 1st Battalion, 9th Cavalry Regiment, commanded by LTC John B. Stockton, were all wearing the hat. LTC Stockton transferred the CAV Hat tradition to the entire 1CD in Vietnam. By the end of the war, the tradition had spread to other air and ground cavalry units. The tradition continued after Vietnam and has become the standard for all Cavalry units in the U.S. Army.

b. The Department of the Army classifies the CAV Hat and the Order of the Spur as an "Army tradition." As such, policies for the wear of the CAV Hat and Spurs, as well as the wear of other Cavalry accoutrements, can be set by a cavalry unit commander. This document provides instructions for all personnel assigned to the 1CD on the proper wear and authorization of such items. Veteran Cavalry Troopers may find some standards differing slightly from previous units, but the spirit and traditions embodied in this memorandum remain the same.

4. POLICY:

a. **Who may wear the CAV Hat?**

All personnel, military and DA civilians assigned or attached to the 1CD may purchase and wear the CAV Hat immediately upon arrival to the Division.

b. **Appearance and proper wear of the CAV Hat.**

(1) The CAV Hat will be the standard black Cavalry Hat, Stetson, or other appropriate brand, with a 3-inch brim.

(a) The hat will present a clean and neat appearance at all times.

(b) The hat will be blocked or formed so that the front and rear of the brim are either straight or slightly turned down.

(c) The crown crease should remain as manufactured. Dimples toward the front of the hat are acceptable, so long as they are not creased and present a neat appearance.

(2) The black leather chin strap is required for wear. The chin strap will be worn behind the wearer's head unless mounted. When mounted, the chin strap may be worn under the chin to maintain the hat's position on the head while riding.

(3) Hat cords will be worn by all personnel according to rank.

(a) General officers will wear solid gold hat cords.

(b) Company and field grade officers will wear black and gold hat cords.

(c) Warrant officers will wear black and silver hat cords; CW5's will wear solid silver hat cords.

(d) All enlisted Troopers and NCOs will wear either the Cavalry Yellow cord or the color of cord of their Military Occupational Specialty/Branch of Service.

(e) **We are the CAV!** We are the Nation's only *Cavalry* Division, but it is critically important to understand that this division is a COMBINED ARMS TEAM. The option to wear the Yellow cord by non-19 series Troopers is intended to allow those who want to demonstrate pride in being part of a Cavalry outfit to do so. The intent behind allowing Troopers and NCOs the option to wear their MOS Color cord is to acknowledge and celebrate the fact that we will train, fight, and win as a combined arms team. Pride in the 1CD will continue to be captured in the CAV Hat itself and its accompanying Crossed Sabers, which remain a required accoutrement. These items represent the élan and esprit d' corps of this Cavalry Division. MOS Color cords capture the additional pride felt by each Trooper's contribution to the combined arms team through their specialty.

(f) Authorized civilians employed by the 1CD will wear cords commensurate with their civil service rating.

(g) Hat cords from modern era (cords with acorns) are the only authorized cords for Troopers in uniform. The cord will not extend beyond the edge of the brim of the CAV Hat. Cords may be knotted, but in no way are required to distinguish combat service.

(4) Crossed Sabers and rank insignia are the only accoutrements authorized on the front of the hat within the 1CD. These are worn centered on the front of the hat. Rank is worn over the crossed sabers insignia evenly spaced between the top of the hat and the top of the bow ribbon. Branch/MOS insignia may be worn as one of three pins authorized on the back of the hat. The Distinctive Unit Insignia (DUI), more commonly referred to as unit crest maybe worn centered on the back of the hat. The other two pins on the back are at the wearer's discretion. All active duty

and DA civilians assigned to the 1CD will only wear the Unit Crest of the unit they are currently assigned to.

(5) Nothing will be worn on the side of the CAV Hat.

(6) The CAV Hat will be worn for appropriate occasions. The CAV hat may be worn at all official 1CD functions (i.e., promotions, parades, Stable Calls, or formals, as directed and authorized by the Commanding Officer of the formation). The hat will be the headgear of the day in the 1CD on the last workday of each week.

(a) The CAV Hat may not be worn during vehicle maintenance.

(b) The CAV Hat may not be worn during field training exercises.

(c) The CAV Hat may be worn during deployments for special events.

(d) The CAV Hat may be worn to but not inside of a chapel or an area designated for worship during indoor memorial or religious services. The CAV Hat may be worn for outdoor services and at these facilities for non-religious events such as 1CD unit functions.

(e) The CAV Hat should be removed when indoors in accordance with U.S. Army headgear regulations, unless it is in conjunction with a ceremony, Stable Call, or unit function.

(f) When in civilian clothing, the CAV Hat may be worn at the wearer's discretion.

(g) The Cav Hat can be worn during parades in lieu of the beret or patrol cap. Unit pride takes precedence over uniformity during formations and parades.

(7) The Cav Hat can be worn anywhere on-post. It is not authorized for wear off-post except for events designated by a commander.

c. **Who may wear the Spurs?**

(1) There are two different categories of Spurs awarded in the 1CD:

Silver Spurs earned for successful completion of a "Spur Ride."

Gold Spurs ("Combat Spurs") awarded for serving in combat with a Cav unit.

Spurs are NOT an entitlement just for serving in this Division, they must be earned. The "Order of the Spur" will not be awarded to any Trooper based on arbitrary or meritless criteria such as rank, time in service, branch, or ability to endure hazing or other degrading behavior. Rather, Troopers must first be in good standing within their formation (i.e., have no incidents of misconduct, record of adverse actions, or failures in obtaining basic Army standards) and then earn the right to wear Cavalry Spurs through their demonstrated mastery at both technical and tactical skills expected of Troopers assigned to this Division based on MOS. Units will catalogue

by-name rosters (including signatures) of all Spur Holders (Silver and Gold) in a suitable log book. Units will maintain the deployment orders for all Gold Spur Holders.

(2) Each Brigade will establish a leader certification program to award the Silver Spurs which assesses and measures the warrior skills a Cavalry Trooper should possess for their MOS/Branch of Service, as well as their overall physical fitness. The program will be called "Spur Ride" and will adhere to AR 600-20. All Spur Candidates will be treated with dignity and respect at all times. Hazing is NOT authorized during a Spur Ride. Spur Certificates will be presented during a suitable ceremony which reflects the achievement of the Trooper. Units down to the battalion level will design and produce their own Spur Certificate signed by the commander and CSM.

(3) Troopers may lose the right to wear the Spurs if they fail to remain in good standing such as demonstrating an act of indiscipline or fail to meet Army standards. All Troopers assigned or attached to a Cavalry unit such as the 1CD are authorized to earn and wear the Spurs.

(4) The Gold Spurs, often referred to as "Combat Spurs" are awarded to Troopers during combat deployments. Brigades may modify the "Spur Ride" during deployments based on available resources and time constraints; however, discipline is a must. Neither Silver nor Gold Spurs are more prestigious than the other. The wearer may choose to wear the Spurs they have earned as long as they match.

(5) The Spurs can be worn with or without the CAV Hat. The standards for the type of Spur worn is the "Prince of Wales" Spur (no rowel). The models with rowel: M1859, M1872, M1874, and M1885 Cavalry Spurs may be worn as an alternate style. The strap may be black, brown, or tan based on the color of the boot or shoe. Civil War "Eagle's Head" or "Horse's Head" Spurs are authorized, but personal "Cowboy" or "Western" Spurs are not authorized for wear in uniform.

(a) The "rowel-less" M1911 Spur or Prince of Wales model spur are the more traditional 20th Century form of Cavalry spur, featuring a short neck and no rowel at the end. In other cavalry units, Troopers who have earned spurs may be authorized to wear spurs that feature rowels at the end. See enclosure 1 for authorized Cavalry Spurs.

(b) When worn with Low Quarters: The spurs will be affixed to the footgear midway between the upper portion of the sole and the lower part of the heel along the seam of the shoe. The U-shaped portion shall enclose the shoe in such a manner as to ensure that the neck of a rowel-less spur curves down toward the ground. The myth of turning your spurs upside down if you are married is not a cavalry tradition and not authorized in 1CD. The strap will be run over the top of the footgear in such a manner that the buckle faces to the outside of the foot and not on top of the foot. See enclosure 1 for authorized wear with Low Quarters.

(c) When worn with Boots: The spurs will be affixed to the footgear so that the U-shaped portion follows the seam of the ankle support. The strap will be run over the top of the footgear in such a manner that the buckles face the outside of the boot. See enclosure 1 for authorized wear with Boots.

d. Who may wear the Saber and Sword?

(1) The saber is the traditional weapon of the Cavalry and traditionally a symbol of honor, authority, and command. The Model 1902 Officer's Saber is the only saber still authorized for wear in the U.S. Army and is worn for ceremonial purposes.

(2) The NCO Sword is a symbol of standards and discipline. The Model 1840 NCO Sword is the only sword still authorized for wear in the U.S. Army and is worn for ceremonial purposes.

(3) On September 13, 2021 as part of the Division's Centennial Celebration, the 1CD revived the tradition of the wear of a saber and sword to symbolize the discipline and traditions of the division during ceremonies and special events in the First Team to further fuel the Spirit of the Cav.

(4) Who is authorized to wear an officer saber or NCO sword in 1CD?

(a) All Company, Battalion and Brigade Level Commanders and Command Sergeants Major assigned to 1CD.

(b) The ceremonial M1902 Officers Saber and the M1840 NCO Sword are only the authorized ceremonial weapons for the chain of command.

(c) The M1860 Cavalry Saber will be carried by the Honor Guard when they wear the 1872 Army Blue uniform and carried by the 1CD Horse Cavalry Detachment.

(d) The M1913 Cavalry Saber ("Patton Saber") will be carried by the 1CD Honor Guard when wearing the 1924 Army Olive Drab Uniform or when a unit Color Guard in the 1CD are in OCPs.

(e) The 1CD Honor Guard will maintain accountability of the Division's M1913 Sabers and will sign them out to subordinate units for use in ceremonies.

(f) Appearance and proper wear of the M1902 Officer's Saber.

(i) The Saber will be worn on the left side.

(ii) The scabbard attaches to the saber chain via the hook and clip.

(iii) The hook is attached to the top scabbard loop, and the clip is attached to the lower scabbard loop.

(iv) The Saber is worn with the hand guard facing in (towards you).

(v) When in OCP's, the black leather belt is the only authorized belt.

(vi) The belt will be worn so that it remains parallel to the ground, resting evenly on the hips (not sagging to the side).

(vii) Belts will be sized to prevent excess leather after the belt buck. All excess leather will be secure (no flapping tongues).

(vii) When in ASU, the Saber is worn with a ceremonial belt that coincides with the officer's branch (color). The black leather belt is not authorized with ASUs.

(ix) The saber is not authorized for wear with the Mess Dress Uniform.

(x) The saber chain and leather "frog" is the same for the black leather belt and ceremonial belt.

(xi) The officer saber and NCO sword will be worn at all Division, Brigade and Battalion level Change of Commands and Parades, or promotions, re-enlistments, ceremonies and as directed and authorized by the Commanding Officer of the formation.

(xii) Officers and NCOs authorized to wear a saber/sword may wear them to ceremonies as spectators, even if they do not have an official capacity in the ceremony or parade.

5. The purchase of the CAV Hat and Spurs is an optional item, which Troopers are not required to purchase. Troopers may purchase the CAV Hat or Spurs from any vendor that offers the headgear and Spurs in accordance with this MOI.

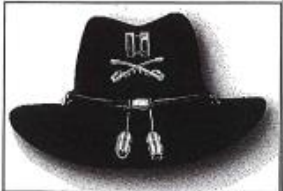
6. Sabers and swords will be issued to users by unit supply and returned upon relinquishment of Command or Change of Responsibility.

7. The Commanding General, 1CD, is the approval for all exceptions to this policy. Violations of this policy by Troopers could be subject to administrative actions and corrective training. Violations of this policy by DA civilians could result in the loss of the privilege to wear the CAV Hat on post while on duty.

8. The POC for this action is the Commanding General.

JOHN B. RICHARDSON IV
MG, USA
Commanding

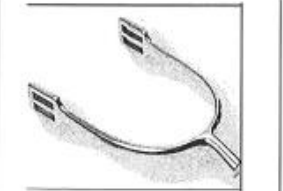
Proper Wear of Cavalry Hat and Spurs



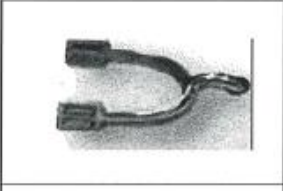
Front of CAV Hat:
Rank & Crossed Sabers



Back of CAV Hat:
Unit Crest



Prince of Wales Spur



1859 Cavalry Spur



Wear of Spur on Low Quarters



Wear of Spur on Boots

POLICY LETTERS

1ST CAVALRY DIVISION

[Division Policy Letters - All Documents \(deps.mil\)](#)

III CORPS:

<https://home.army.mil/hood/index.php/about/iii-corps-fort-hood-policy-letters>



Saluting and Greeting



Courtesy is respect for and consideration of others. Courtesy among members of the Armed Forces is vital to maintain military discipline. Respect to seniors will be extended at all times. All military personnel will salute when they meet and/or recognize persons entitled to the salute in and out of uniform. Leaders have a responsibility to return service members salutes and greetings, as a mutual sign or respect.

When in a group of three or more Troopers the Trooper who identifies a superior officer will call the group to “**Attention**”, salute for the group and render the greeting of the day, (“**Group Attention**,” “**First Team, Ma’am**”).

The exchange of a salute is a visible sign of good order and discipline and a sign of mutual respect between military professionals. Saluting is an outward sign of unit pride and esprit de corps. **IAW AR 600-25 each salute should be rendered with a greeting and response.** When approaching an officer the greeting by a 1st CAV Trooper is “First Team, Sir or Ma’am” upon recognition and within six paces of an officer. The appropriate response from a 1st CAV officer will be “Live the Legend”. When approaching an NCO, the appropriate greeting of the day will be rendered, “First Team, Sergeant.” The response from the NCO will be “Live the Legend”. **NO SILENT PASSING!**

Be alert for general officers and other senior officer vehicles, which are identified with plates depicting their rank attached to the front of the vehicle. Proper military courtesy requires that you render a salute to these officers as they pass.

Addressing or Referring to Officers and NCOs

The Chain of Command is the foundation of Military discipline and professional standards. Mutual Respect up and down the chain of command is critical to good order and discipline. [AR 600-20](#) defines the professional relationships that exist to ensure military units maintain clear roles, responsibilities, and authorities. Our service uses rank and positions to run our formations in the most effective, efficient, and professional manner so that it is trained, organized and ready to execute combat operations.

To re-enforce our chain of command there are traditions and cultural norms that have developed over time that allows our profession to show mutual respects to all members in our formation and on our teams, that prepares the unit to give, receive and execute orders.

Listed below are standards that will recognize the rank, authority, and positions of those in our chain of command, re-enforce mutual trust, maintain professional boundaries, and build a strong chain of command.

Addressing and officer: Those of junior rank will address the more senior officer by rank and last name or by “Sir” or “Ma’am.”

The more senior officer will address the junior member by rank and last name.

When appropriate duty titles (“The CO,” “The PL”) or call signs (Saber 6, Red 1) can be used in an informal setting.

The use of first names by senior officers to junior officers has become a cultural norm. But should be used during informal or social settings.

Addressing a Non-commissioned Officer: The junior Trooper will address the more senior NCO as “Sergeant” or by full rank and last name. Officers will address NCOs by rank and name or by rank. ([ref. 600-20 para. 1-7](#))

During NCO to NCO interactions – first name exchanges should be avoided while on duty, specifically in the presence of junior enlisted.

Referring to Officers and NCOs: Officers and NCOs will not be referred to as their pay grade (i.e. “Tell all E6s to report to the HQ,” “We have E-7s in First Sergeant .

Positions,” “We have a great crop of O-4s in the staff.” Officer and NCOs will be referred to by the rank (Tell the Staff Sergeants to report to the HQs,” We have a number of Sergeant First Class in First Sergeant positions...etc.).

Junior enlisted will also be referred to by their rank (PFC, SPC) and not their pay grade (E-3, E-4) – they have earned their rank and deserve to be recognized as professional Soldiers.

When describing an officer it will be by rank (The Captain) or by position (The Commander), and not by “The Sir,” or “The ma’am.”

When describing a group of male officers you may use “Gentlemen” or for female officers “Ladies” do not use “the Sirs” or “The Ma’ams.”

Leader Engagement by Rank




Leader Engagement by Rank

Team Leader:

- Daily barracks checks prior to 0900
- Monthly counseling of Troopers
- PT talks with Soldiers at 0720-0730 *(During recovery drills)
- Leaders Book/Track daily troop to task
- Track daily appointments for troopers
- Know everything about your Troopers
- Assist with in-processing
- On/off post housing checks
- Enforce uniform and grooming standards

Squad Leader:

- Barracks checks Mon and Fri prior to 0900
- Monthly verbal counseling of TM Leaders
- PT talks with Troopers at 0720-0730 *(During recovery drills)
- Know everything about your Squad
- Call and check on 1 Trooper from squad per weekend
- Leaders book/Troop to task
- Assist with in-processing
- Daily Trooper Appointment reminder
- On/off post housing checks
- LTT
- Enforce uniform and grooming standards
- TA-50 inspections

Platoon Sergeant:

- Leaders Book/Keep Master Troop to Task tracker updated
- Know everything about your Platoon
- Check barracks with PL on weekends rotated by PLT (overseen by 1SG) (individually or as a Team)
- Barracks inspections at least twice a month
- Written/verbal counseling of Squad Leader every month
- In depth knowledge of high risk/chapter Troopers weekend plans
- Monitor/manage new arrivals
- Appointment review for next 24hrs for PLT
- Quarterly on/off post housing checks
- Conduct In-Ranks Inspections



First Sergeant:

- Barracks checks at least twice a month (once during the week, 1 during the weekend)
- Oversee barracks checks of PSG and PL on Friday and Saturday (Create schedule for rotation of each PLT)
- Inspect 33% of barracks rooms once a month
- Verbal or written counseling of PSGs once a month
- Retention
- Talk to high risk/chapter Soldiers weekly (informal)
- Pick 3 or 4 Soldier a month to talk to
- In-processing (ensure in-processing is complete)
- Leaders book/Troop To Task maintainer
- Keep eMH (barracks) updated

Platoon Leader:

- Same as Platoon Sergeant
- Verbal or written counseling of Platoon Sergeant every month

Commander:

- Same as 1SG
- Verbal or written counseling of 1SG once a month
- Retention
- SFRG

V2 06 June 2022

Personal Conduct

General: All 1CD Troopers will comply with standards, and leaders must know, comply with, enforce, and inspect their Troopers. We are all professionals and represent our service, our units, and all of those who came before us. We are expected to conduct ourselves professionally regardless of our duty status whether on or off post, in or out of uniform. The observance of military customs and courtesies show we honor our country, and the service in which we serve, and the sacrifices of

those Troopers who came before us. We do this by taking time to stop and pay respects to the flag during reveille and retreat and when you hear the National Anthem.

When addressing an officer senior to you, you will stand up and come to the “**Position of Attention**”. When addressing an NCO senior to you, you will stand up and go to the positions of “**Parade Rest**”.

All service members should enjoy their off-duty time. When an individual or a group’s good time begins to interfere with others ability to have a good time; a line has been crossed. Examples of Troopers crossing this line are loud music in motor vehicles; using loud and profane language in public places, as well as having functions at home that will disturb our neighbors. **We are professionals**. Our teammates, our units, and our Army are expecting us to conduct ourselves in a disciplined and professional manner. **BE A GOOD TEAMMATE!!!!!!**

Reveille and Retreat

Reveille: When outside in or out of uniform, not in formation and you hear “Reveille”, you will face towards the US flag, if visible, assume the position of “**Attention**” and salute. If the US flag is not visible, face towards the music, assume the position of attention, and salute on the first note of “Reveille”. During “Reveille” **all vehicles in the area will stop**, military occupants will dismount their vehicle and render the proper courtesy. When in formation or a group, the senior Trooper should bring the formation to attention and present arms. If you are in civilian attire and hear “Reveille” you are expected to remove all headgear and place your right hand over your heart or render a salute. **“Spirit of the CAV” will immediately follow Reveille, remain at attention and sing your division song.**

Retreat: When outside in or out of uniform, not in formation and you hear “Retreat” you will face towards the US flag, if visible, and assume the “**Position of Attention**”. If the U.S. flag is not visible, face towards the music and assume the “**Position of Attention**”. You will then salute upon hearing the first note of “To the Colors”.

While in a formation on the first note of “Retreat”, the Leader in front of the formation will bring the formation to “**Position of Attention**” then “**Parade Rest**”. Then bring the formation to the “**Position of Attention**” and “**Present Arms**” at the first note of “To the Colors.”

During “Retreat” **all vehicles in the area will stop**, military occupants will dismount their vehicle and render the proper courtesy. If you are in civilian attire outdoors and hear "Retreat" you are expected to stand at attention and on the first not of “To The Colors”, remove all head gear and place your right hand over your heart, or render a proper salute.

Army Song and unit songs: Troopers will stand at attention and sing “The Army Song” as well as unit songs whenever they are played.

Most Commonly Violated Standards

1. Wearing the ACU off post after 1900 hrs. for non-emergencies
2. Wearing dirty/unserviceable headgear, ACUs, Boots, IOTV
3. Boots bloused below the third eyelet or not at all
4. Headgear improperly worn (kicked back or pulled down)
5. FRACU and ACU mixed
6. Not wearing head gear (pumping gas, walking into PX/Shoppette)
7. Walking on run routes
8. Not keeping haircut IAW AR 670-1
9. Walking and talking/texting/or other activity on cell phone while in uniform
10. Troopers NOT utilizing hands-free devices while operating a vehicle (to include a motorcycle or bicycle) either talking or texting
11. Wearing coveralls outside of Motor Pool
12. Not taking off security badges after departing workplace
13. Wearing Motorcycle PPE to and from parking lots
14. Failing to render a courtesy (greeting) when passing
15. Taking a “smoke break” with no head gear
16. Failure to show ID card at post facility when asked by a Civilian
17. Cuffing ACU sleeves when not conducting field training exercises
18. Hands in pockets
19. Wearing Stetson and non-subdued patches off the installation
20. Beards not within standards
21. Mustaches not within standards
22. Referring to junior enlisted or NCO by their pay grade and not their rank
23. Fake eye lashes

Public Establishments

1. When visiting on-post and off-post public establishments, service members must be especially courteous and conduct themselves in a manner that does not bring discredit upon themselves, 1st Cavalry Division, Fort Hood, or the Armed Forces.

2. Troopers in uniform may consume alcohol in moderation with their dinner only if the establishment primarily serves food. The consumption of alcohol in uniform is authorized at unit sanctioned events (stable call, Officer Call, Army Ball et al). Personnel may not wear the combat uniform in off-post establishments that primarily sell alcohol for consumption on the premises. **Refer to: III Corps and FH Regulation 210-65.**

3. Those Service Members 21 or older in uniform **may not** purchase alcoholic beverages prior to 1700 on duty days (except on Friday beginning at 1500). **Refer to: III Corps and FH Regulation 210-65.**

4. Off-Duty Appearance: Service members shall know and comply with the dress codes of the establishments they visit. In general, the professional atmosphere and high standards of appearance maintained by uniformed military personnel in III Corps and Fort Hood should carry over into the selection of civilian attire. Wear of appropriate attire avoids public embarrassment and promotes a sense of community. It also fosters discipline, pride and our Army Values. The following are examples of articles of civilian clothing and appearance that are inappropriate for wear in on-post or off-post facilities:

a. Clothing worn as an outer-garment which is obviously intended to be worn as an undergarment. This does not include T-shirts or tank tops.

b. Clothing with sexist, racist, obscene, slanderous, or vulgar words or drawing to include clothing which makes disparaging comments concerning the US Government.

c. Articles of apparel which depict drugs or drug paraphernalia, or which advocate the use of drugs.

d. Articles of apparel and grooming which could cause a sanitation problem or prove offensive because of a lack of cleanliness.

e. Bare feet in any facility except one where footwear is not appropriate, such as swimming pools.

5. Respect those around you and speak at a volume to which is appropriate for the environment.

6. Profanity. The public use of profanity is unacceptable. Profanity has become much more prevalent in normal public conversation. We are often not aware of the impression it conveys to our host community as well as the offensive atmosphere it creates for co-workers. Service Members should be aware of their surroundings and be tactful and courteous at all times.

7. Racial or sexist epithets are unacceptable anywhere or at any time.

8. Off Limits Establishments/Areas: [POLICY LETTER #7](#)

Public Consumption of Alcohol

1. Service members will not possess open containers of alcohol in vehicles. Service members must abide by state and local laws regarding possessing open containers of alcohol on foot.

2. Alcohol will not be consumed on any road, alley, parking area, or outside any public building on Fort Hood. (Ill Corps and FH Regulation 210-65.)

3. **SERVICE MEMBERS DO NOT DRINK AND DRIVE!** Service members will know and use the designated driver rule. In lieu of a designated driver, use public transportation such as taxis, Uber, or Lyft, or contact your chain of command for a ride home.

4. In the state of Texas, the legal limit for driving while intoxicated is a .08% blood alcohol content (BAC) for drivers age 21 and over. For drivers under the age of 21, any detectable amount of blood alcohol, exceeds the legal limit for driving while intoxicated. Service members under the age of 21 shall not consume alcohol on or off post.

Radios, Stereos, MP3, CD Players

1. Loud playing of any audio device in public places, housing areas, and billets, on and off post, may violate Texas statutes, local ordinances, and Fort Hood policies. Also, when your music is too loud, it's a safety issue for Troopers because they can't hear anything else. Fort Hood Regulation 190-5 defines loud music as a violation of Texas Penal Code, Section 42.01 (a) (5) when:

a. Music, vibrations, or other sounds emanating from a vehicle with its windows closed can be heard from **10 or more feet from the vehicle.**

b. Music, vibrations or other sounds emanating from a vehicle with its windows open can be heard from **50 or more feet from the vehicle.**

c. Any other noise or music, which, in the judgment of law enforcement personnel, is unreasonable.

2. Violations: If an individual receives more than one citation, action may be initiated to:

a. Suspend the individual's on-post driving privileges.

b. Evict the individual.

c. Ban the individual from post.

3. The wearing of any portable headphones, earphones, or other listening devices (except for hands free cellular phones) while operating a motor vehicle is prohibited. Vehicle operators on DOD installations and operators of Government-owned vehicles shall not use cellular phones unless the vehicle is safely parked or unless they are using a hands-free device. This includes vehicles at the halt on an active roadway, i.e., at stop lights and signs. The only exceptions to this prohibition are

emergency responders, such as MP, ambulance, fire emergency, EOD, and HAZMAT responders. Headphones in civilian attire are authorized on approved secure running paths but must be removed prior to entering any area adjacent to roadways and roadway intersections on DOD installations.

4. Per [AR 670-1](#) Unless the unit or senior commander otherwise prohibits, Troopers may use headphones, including wireless or non-wireless devices and earpieces, in uniform while performing individual physical training in indoor gyms or fitness center. Troopers may not wear headphones while taking the Army Combat Fitness Test. Troopers may not wear headphones beyond the permitted area in any manner, including around the neck or attached to the uniform. Headphones will be conservative and discrete. Ear pads will not exceed 1 ½ inches in diameter at the widest point. Troopers may wear electronic devices, such as players or cell phones, as prescribed above; Troopers may also wear a solid black armband to store and carry electronic device in the gym or fitness center. Troopers may not wear the armband beyond the permitted area.



5. Cell Phones: Troopers will not talk/text while walking in uniform. Troopers will stop walking until the conversation/texting is completed. Any use of a hands-free phone listening devices (e.g., Bluetooth earpiece) while in uniform is prohibited. The only exception is an in-vehicle Bluetooth system while operating a motor vehicle to comply with local and federal traffic regulations.

Privately Owned Vehicles

1. Vehicles will not display any offensive or sexually explicit decals, ornaments, paint, etc. which can deflect from our Army values. The display of offensive bumper stickers, windows signs or other markings, items or accessories on or in a motor vehicle which are visible to other drivers is prohibited to avoid distracting other drivers and reduce the likelihood of accidents. The privilege to operate a vehicle on

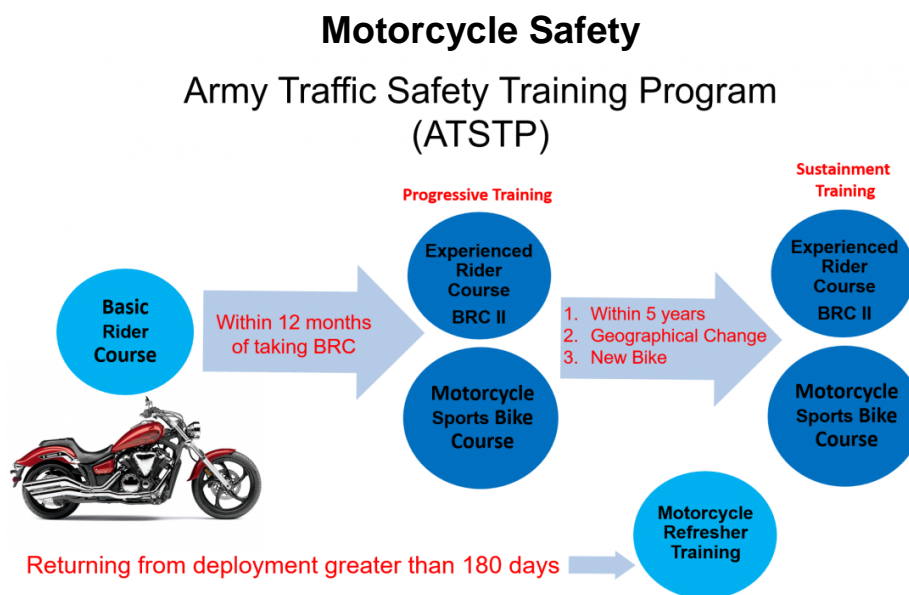
this installation is reserved for persons of maturity, responsibility, sobriety, and to those who show good judgment. Commanders will enforce these guidelines within their unit.

2. At no time will POVs enter the motor pool without approval from the first O-5 in the Chain of Command. In addition, POVs are not authorized in training areas without a valid Range Pass from Range Operations.

3. Troopers will not conduct POV maintenance on post in parking lots or on street sides, except for emergencies (i.e. flat tire). This includes changing fluids. Troopers will use the on-post vehicle maintenance facility or off-post maintenance/car care facilities.

4. Troopers will not store TA-50 in their POVs.

5. Troopers will lock their POVs on post and are highly encouraged to lock their POVs off-post.



<https://home.army.mil/hood/index.php/units-tenants/Garrison-1/safety-office/atstp>

Fort Hood is using the Army IMCOM Registration System (AIRS) for course registration for classes starting in August 2021. Prospective students need to follow their unit training policy for enrollment. This is the link to [AIRS](#).

Personally Owned Weapons

No Trooper may possess or bring a personally owned firearm on Fort Hood unless it is properly registered with the Provost Marshall's Office. At no time will personally owned firearms be at training sites or in barracks rooms. All requirements will be strictly enforced and complied with concerning storage, possession, and transportation of personally owned weapons such as: pistols, revolvers, and shotguns. All personnel bringing a Privately Owned Firearm (POF) on Fort Hood

must enter through an Access Control Point (ACP), declare that they are bringing a POF on post, state the reason for bringing the POF and present the DES Stamped POF Registration Form to the ACP personnel. Personnel must also declare possession of firearms to officials upon being directed to an ACP inspection area, being stopped by law enforcement officials, or for any other checkpoint or inspection operation.

Firearm(s) Registration – Your firearms can be registered at the Marvin Leath Visitor Welcome Center 7 days a week from 0500-2100 hours or you can complete a temporary registration at the Main Gate afterhours. All personnel (military or civilian) who live on the installation or will possess, transport, or carry a firearm on the installation at any time must register with the Directorate of Emergency Services (DES) as per III Corps & Fort Hood Regulation 190-11. You can download Fort Hood Form 190-19 (Privately-Owned Firearms Registration) and Fort Hood Regulation 190-11 here: [Firearms Registration Form](#)

Reference: [III Corps Policy Letter #8](#) (05JUN19) Registration of Privately Owned Firearms (POF).

Military Vehicles



1. Service members will not operate military vehicles unless properly licensed. Military vehicles sustainment and refresher training is the key to accident prevention. The TC must be in the rank of CPL or above and licensed IAW AR 600-55 CHP 6, FH REG 750-2 3-7a.
2. Before moving a tactical vehicle you will at a minimum inspect seat belts, lights, tie down lose ends, and combat lock vehicles.
3. Troopers will conduct PCIs before moving the vehicle, at a minimum Troopers will wear eye pro, gloves, and ACH while riding in or operating a tactical vehicle.
4. Tactical vehicles when not in use after duty hours will be secured in unit motor pools at all times. Battalion Commanders/Battalion CSM may authorize vehicles to stage for training the night prior if the movement is to occur prior to 0630. Unit commanders no lower than BDE level may designate one tactical vehicle for duty

and emergency purposes for the BDE SDO/SDNCO, which can be staged outside the BDE Headquarters.

5. All parked tactical vehicles will be secured and use chock blocks.

Professional Standards

Armies throughout the world participate in some form of drill. The primary value of drill, historically, is to prepare troops for battle. Drill enforced the discipline necessary to allow commanders to quickly move their forces from one point to another in an efficient and disciplined manner in order to mass their forces into a battle formation that afforded maximum firepower, and maneuver those forces as the situation developed. Today we executed drill and ceremony to instill discipline, teamwork, attention to detail and demonstrate professionalism through precision and collective execution of a task.

Platoon In-ranks Inspection



1. Platoon-level inspections should be conducted by the Platoon Sergeant and the Platoon Leader.
2. Inspections are focused on grooming standards, uniform standards, and proper Drill and Ceremony. In ranks inspections will be conducted a minimum of once a week. Platoon Sergeant, Platoon Leader, Commander, or First Sergeant can direct additional in-ranks inspections during the week at their discretion.
3. Inspections should be conducted IAW [TC 3-21.5](#). And conducted by platoons in a company, battery, troop, formation.
4. 1SGs and CDRs will establish a certification process to ensure platoon sergeants are prepared to conduct inspections and will conduct random, periodic inspections of their subordinate platoons.
5. Corrections will be made to ensure Soldiers understand their deficiencies and receive feedback. NCOs will follow-up to ensure deficiencies are corrected.

6. Platoon Sergeant/First Sergeants will conduct After Action Reviews after the in-ranks inspections with Squad Leader and Junior NCO on the execution of the inspection.

Hair Color

Male and Female Soldiers are authorized to wear highlights (uniform blend of colors) with natural colors as long as it represents a professional and natural appearance. Color must blend naturally together as to not display a vast difference between shaded of natural colors. (for example; natural black hair with blonde highlights/streaks is not authorized). Prohibited/unnatural colors are those such as, but no limited to; purple, blue, green, pink, bright red, and fluorescent/ are authorized. If a Trooper decides to add color or highlights to hair, root growth of a different color should not exceed 1.5 inches of the original color.



(Authorized hair color examples)

Multiple Hairstyles

Females Troopers are authorized to wear “multiple” hairstyles at once as long as they are neat in appearance and do not impact the proper wear of headgear and equipment. For example; braided twists or loc hair style with a side twist to secure hair, placed in a ponytail or two single cornrows encompassing all the hair, going into the ponytail or a bun in the back of the head. Braids, cornrows, twists and locs do not have to be the same dimensions and or same approximate size of spacing between them.



(examples)

Ponytails

Female Troopers are authorized to wear ponytails in all uniforms. 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 length will not extend past the bottom of the shoulder blades when standing at the position of attention.



(examples)

Beards/Mustaches

Males will keep their face clean-shaven when in uniform, or in civilian clothes on duty. Mustaches are permitted. If worn, males will keep mustaches neatly trimmed, tapered, and tidy. Mustaches will not present a chopped off or bushy appearance, and no portion of the mustache will cover the upper lip line, extend sideways beyond a vertical line drawn upward from the corners of the mouth (see lines C and D of fig

3–1), or extend above a parallel line at the lowest portion of the nose (see line B of fig 3–1). Handlebar mustaches, goatees, and beards are not authorized. If appropriate medical authority allows beard growth, the maximum length authorized for medical treatment must be specific. For example, “The length of the beard cannot exceed 1/4 inch” (see Training Bulletin Medical (TB Med) 287). Soldiers will keep the growth trimmed to the level specified by the appropriate medical authority, but are not authorized to shape the hair growth (examples include, but are not limited to goatees, “Fu Manchu,” or handlebar mustaches).

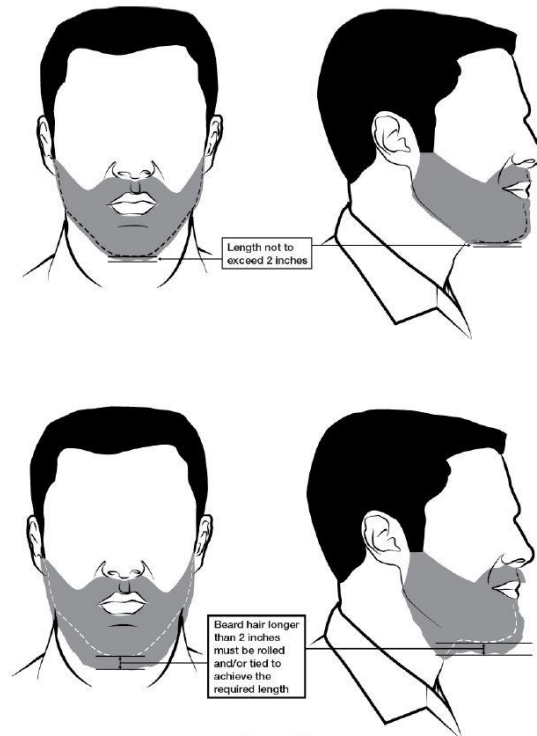


Figure 3–6. Beard figure

Authorized beards (which include facial and neck hair) must be maintained to a length not to exceed 2 inches when measured from the bottom of the chin. Beard hair longer than 2 inches must be rolled and/or tied to achieve the required length. Breads must be worn in a neat and conservative manner that presents a professional appearance. The bulk of the Soldier’s beard may not impair the ability to operate an assigned, military equipment, or machinery. [Army Directive 2017-03](#)

Uniform Standards



The wear of the uniform by Sister Services will comply with service specific governing regulations and instructions.

1. Troopers will wear the appropriate duty uniform as directed by their Commander. For the purpose of this standards book, the duty uniform is defined as the Army Combat Uniform (ACU), Army Aircrew Combat Uniform, Food Service Uniform, or the Hospital Uniform.

While off post in any type of establishment, the duty uniform if worn, will be complete, neat, and present a sharp Soldierly appearance including while driving in a POV. The yellow 1CD patch will not be worn off-post on the ACU.

2. The duty uniform will not be worn in off post movie theaters, exotic dance clubs, or during non-unit sponsored recreational activities.

3. The Operational Camouflage Pattern (OCP) is the only authorized pattern of the ACU. Troopers will not wear the ACU in off-post establishments after normal duty hours (1900 hrs.) unless the duty day has been extended by special duty. Wear of the ACU in off-post establishments is unauthorized if the activities in the establishment center on alcohol consumption, regardless of if the establishment sells alcohol and food.

4. During field or tactical training, the Army Combat Shirt (ACS) may be worn in lieu of the ACU jacket as prescribed by the commander. The ACS will NOT be worn in the DFAC, PX, shoppette, or anywhere outside the unit field training areas or ranges.

5. Uniform for Troopers who wear the flight suit: The Army Aviation Combat Uniform (A2CU) is worn on duty when flying, on standby awaiting flight, or as directed by the commander. A2CU's are not authorized for everyday wear in garrison or office environments. The 100% cotton foliage green, tan T- shirts, and the combat vehicle nomex are the only authorized T-Shirts for wear with the A2CU.

6. Troopers will remain in complete uniform at all times. They will not remove their tops while on work details, motor pools, offices, field environments or POVs, unless specifically directed to by a Commander. Troopers may remove their headgear while in civilian or government commercial vehicles, unless directed by the commander.

Troopers are not authorized to wear baseball caps in uniform.

7. The ACU is intended to be a wash and wear uniform. The following care instructions must be followed when caring for the combat uniform to maximize the service life and maintain optimum performance. Troopers will—

a. Not starch the combat uniform under any circumstances. Using starch, sizing, and any process that involves dry cleaning or a steam press will adversely affect the treatments and durability of the uniform and is not authorized.

b. Wash the combat uniform in cold water and mild detergent containing no optical brighteners or bleach. Tumble dry the combat uniform at low heat (not to exceed 130 degrees Fahrenheit). Remove immediately from the dryer and fold flat or place on a rustproof hanger to ensure heat from the dryer does not set wrinkles. To drip dry, remove from the washer and place on a rustproof hanger. Do not wring or twist. Troopers may roll press uniforms, as necessary.

10. IAW [AR 670-1](#), Troopers may roll-up the sleeves on the ACU. Personnel will roll sleeves neatly above the elbow but no more than 3 inches above the elbow. When Troopers wear the sleeves of the ACU coat rolled up, company-level

commanders will determine if the unit will roll sleeves with the camouflage pattern exposed or turned inside out. **The sleeves may be down and cuffed inside the coat only during field training exercises and during deployment.**



11. Troopers will wear the trousers tucked into the top of the boots or bloused using commercial blousing devices or the drawstrings at the bottom of the trousers. Personnel will not wrap the trouser leg around the leg tightly enough to present a pegged appearance or insert any items inside the trouser leg to create a round appearance at the bottom of the trouser leg. When bloused, the trousers should not extend below the third eyelet from the top of the boot.

12. The subdued American flag is worn in the field environment, but not in Garrison.

13. Brassards: EOD, CID, MP, CBRNE, FD and CP are only worn while performing those duties.

14. Security identification/access badges: In restricted and limited access areas, commanders may prescribe the wear of security/access identification badges, in accordance with AR 600-8-14 and other applicable regulations. Personnel shall not wear security/access identification badges outside the area for which they are required.

15. The Army Fleece Jacket (extended cold weather clothing system (ECWCS) can be worn as an outer garment in garrison and locally off post. When not deemed practical by unit commander for certain functions/duties or events where troops are in ceremonies, training (garrison and field), it shall not be worn.

16. Army Food Service Uniform: All food-handling personnel are required to wear the cook white uniform when performing their duties. The food service uniform is the daily work uniform for all enlisted Troopers in the CMF 92.

17. Swords and Sabers will only be worn for unit Ceremonies, Battalion and Brigade CoC/CoR and division-level ceremonies. Sabers/Swords may be worn by CDR/CSM as spectators during these events.

Physical Readiness Training Uniform



1. Troopers on duty conducting unit/group PRT on the installation between the hours of 0630-0730 will wear the APFU, regardless of duty status. The APFU is authorized for wear off the installation.

2. Troopers will wear a pair of white or black socks that are above the ankle (no-shows are unauthorized). Socks must be solid in color with no logos.

3. Conditioning foot marches will be done in the APFU with coyote combat boots or running shoes, IOTV/IBA/Tactical Plate Carrier (TPC) with a minimum of attached IFAK and yellow reflective belt/vest. If the MOLLE or assault pack is worn the yellow reflective belt/vest will be worn around the rucksack during periods of darkness or limited visibility. The ACH or weapon is not authorized while wearing the APFU/APFU. Foot marches must be conducted off roads on authorized PRT routes only. Road guards will be equipped with white lights during periods of darkness or limited visibility. Tactical foot marches will be done in ACU with combat boots, IOTV/IBA/TPC, patrol cap or ACH, with all tactical equipment and weapons as directed by the commander of the training unit. Unit patches, the U.S. Army patch, rank, and name tape will be worn on the ACU while conducting tactical foot marches.

4. Individual purchase of distinctive unit PRT shirt must be voluntary.

5. Company is the lowest level distinctive PRT shirts that may be authorized, Battalion Commander or CSM will ensure company T-Shirts are appropriate and must approve unit t-shirts below BN Level.

6. Logos will be in good taste with no profanity, nudity, or otherwise inappropriate images.

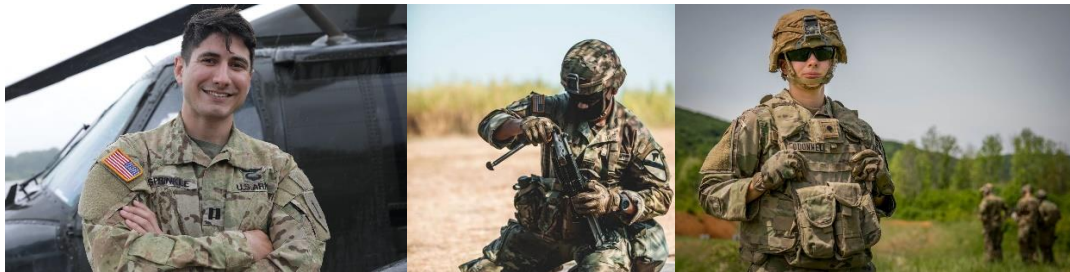
7. Short and long sleeve t-shirts and sweatshirts (without hoods) are authorized variations. Units can wear distinctive unit PRT shirts or sweatshirts with APFU jackets, hats or gloves.

8. Division, Brigade and Battalion Command Teams are encouraged to wear their unit's distinctive PRT shirts daily to be easily identified by Troopers in the Division, Brigades and Battalions.

9. The black or coyote brown fleece PRT cap is authorized for wear with the APFU when the temperature is below 45 degrees, or it has been approved by the commander. Wear of the cap in formation is authorized as long as uniformity is maintained.

10. As outlined in [DA PAM 670-1](#), Commanders may authorize wear of the black or coyote brown fleece cap with the combat uniform in field environments when the Army combat helmet is not worn, on work details, or in other environments where wearing the patrol cap is impractical, this command decision is based on a risk assessment associated with weather and exposure. In garrison, when not deemed practical by the unit commander for certain functions/duties or events where troops are in ceremonies, the fleece cap **is not** authorized for wear. Wear of the fleece cap in deployed environments will be determined by the unit commander. Personnel wear the fleece cap pulled down snugly on the head. In order to wear the cap properly, the bottom edge (a portion of or all) of the cap may be folded, but not rolled.

Field Tactical Training Uniform Standards



All Troopers will abide by the three authorized uniform configuration during field training or combat operations. This standard ensures that units are optimally prepared for combat. How a unit looks makes an impression on friend and foe; the standards for all 1st Cavalry Division Troopers is to look like a professional, skilled, ready warrior. Standards on wear, uniformity and maintenance, depends on leader involvement and inspections. The three configurations are First Team Field, First Team Light Uniform, and First Team Heavy.

First Team Field	First Team Light	First Team Heavy
Duty Uniform ID Tags ID Card ***Example*** *Day to Day Operations	ACH Eye Protection Ear Protection on hand Gloves Water Source FLK or TAPS with IFAK ***Example*** * LTT Uniform	All components of Light, IOTV/Plate Carrier with plates Pro Mask FLK/TAPS not needed if attached to IOTV ***Example*** *Live Fire *Field Training Exercise

17. Leaders will ensure all Troopers wear and maintain all tactical and protective gear properly.

18. **Only CIF issued plate carriers are authorized.** No locally purchased plate carriers are authorized.

19. The ACH will be complete with cover, pad suspension system, retention system (chinstrap), camouflage band, and NVG mount (Front bracket assembly). Wear the ACH with the chinstrap always fastened

20. Individual Body Armor. The IOTV / IBA/ Plate Carrier will be worn closed with all snap, hook and loop fastened, nametape and rank. Commanders at the Battalion Level may dictate wear SOPs. All vests will be cleaned and inspected after each field exercise/gunnery.

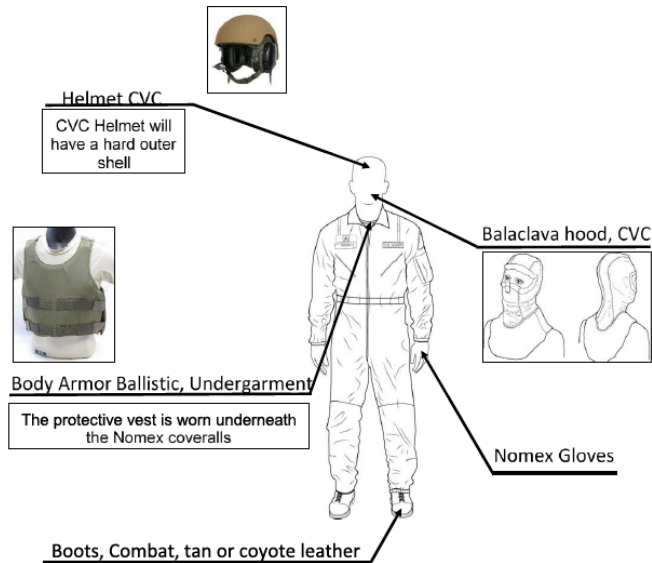
a. Leaders will ensure all Soldiers have the Individual First Aid Kit (IFAK) attached to the IOTV/IBA; worn according to wearer's preference.

b. All protective equipment will be worn during Live Fire Exercises. Protective gear includes ballistic eyewear (APEL or issue goggles), authorized gloves, and hearing protection. Commanders will direct the appropriate level of tactical gear to be worn during the exercise (ACH, IOTV, etc.).

21. When crossing the cattle crate into the Fort Hood Training Area in a tactical vehicle, all Troopers will wear First Team Heavy.

22. Uniformity during training is required. Uniforms are tailored depending on the activity the unit is conducting as appropriate and approved by the unit Commander.

Combat Vehicle Crew Uniform



1. The coverall is a one-piece design that has a front entry zipped closure, a drop seat, an extraction strap located at the upper back, and pockets located on the left sleeve, chest, right and left sides, right and left from hips, right and left upper thigh, and right and left lower legs. All pockets have slide-fastener closures. CVC uniforms in colors OG-106 and tan 380 are authorized for wear.
2. The protective fragmentation vest (Chicken Vest) will be worn when issued. IOTV will not be worn because it is not flame resistant and does not provide a means to evacuate a crew member effectively. The helmet will consist of the hard shell CVC. No CVC is authorized for wear without the hard outer shell, unless the crew in in the simulators.

Live Fire Uniform



1. When a unit is conducting any training that involves live fire munitions, the following uniform will be worn at all times on the firing line:

- a. Combat uniform – OCP Coat, OCP Trousers, Undershirt (sand or tan), Belt, socks (tan, green or black cushion sole), and Boots, combat (tan or coyote leather). The OCP Combat shirt is authorized for use at the unit commander's discretion.
 - b. In addition to the standard combat uniform (outlined in [DA PAM 670-1](#), Chapter 4, Section 4-1) the following additions will be worn at all times on the firing line:
 - i. Standards issues Kevlar helmet w/cover, APEL eye protection, proper hearing protection, gloves, and an approved water source (i.e. Camelback).
2. Elbow and Knee Pads, groin protector, lumbar protector are not required, the wear and use of those items is the unit commander's discretion.

Warrior Restaurant Dress Code



1. Troopers will remain in complete duty uniform at all times while in the Warrior Restaurant. Troopers wearing heavily soiled, dirty or sweaty soaked uniforms are ONLY allowed at Kiosk or take-out options. Troopers will not wear or carry in OCIE uniform equipment.
2. The wearing of civilian attire and grooming will be IAW AR 670-1. Care should be taken by all Troopers and civilians to ensure their clothing is clean, conservative, inoffensive, and neat. Troopers and civilians will not wear shorts, skirts, cut-off jeans, or cut-off slacks, which expose any part of the buttocks. See-through garments normally worn as undergarments are also prohibited. Clothing worn as an outer garment, which is obviously intended to be worn as an undergarment, is prohibited. This does not include T-shirts. Trousers, shorts, and jeans will not sag. Troopers and civilians will not wear pajamas in any of the facilities mentioned above. Tank top and sleeveless shirts that expose the armpits are not authorized. Shirts that expose the belly button and midriff are also not authorized for wear in Fort Hood dining facilities.
3. Troopers and civilians may wear open-toed footwear if the feet are clean and free from dirt. Smoking is not permitted in the Warrior Restaurant or within 50 feet from the building. Smokeless products (e. g., chew, dip, and e-cig) are not authorized for use in the Warrior Restaurant. While in military or civilian attire, headgear will not be worn in the Warrior Restaurant IAW [AR 670-1](#).

Formations

Formations, inspections, and counseling are the vehicles to teach and train our junior leaders how to maintain discipline and enforce the standards, and hold junior leaders and Troopers accountable.

Purpose:

1. The purpose of military formation is two-fold.
 - a) Accountability
 - b) Face-to-face communication

Formations facilitate the accountability of personnel and serves as a forcing function for Troopers to be where they are supposed to be, when they are supposed to be there, in the proper uniform, and ready to train and execute missions. Formations advance a sense of unity and purpose by bringing the whole team together to achieve accountability and communicate the commander's guidance.

Advances in technology, specifically cell phones, have assisted in transmitting instructions and passing information. However, this is a double-edge sword. The over reliance on and in some cases abuse of cell phones to replace traditional personnel accountability and face-to-face communication has contributed to less effective mission execution, reduced leader presence and supervision and adds stress to our Troopers, personal, and family lives.

There is a time and place to use distributed communications (cell phones) to accomplish a mission and can improve efficiency. However, formations are the most effective way to account for people and communicate instructions and intent. 1st Cavalry Division must place effectiveness over efficiency. – Cell phones can supplement, but cannot replace face-to-face leadership.

The ill-disciplined used of cell phones has impacted morale of your Troopers and has had a detrimental impact on accountability of our Troopers. In addition to the renewed use of formations to pass command information we will also implement boundaries on the appropriate use of cell phones to command, control, and lead our Troopers and units.

Troops, Companies, Batteries, and Detachments in the 1st Cavalry Division hold four formations a day on standard duty days. Times can be adjusted at the commander's discretion.

- a. 0630 – Physical Fitness/Accountability Formation (Reveille)
- b. 0730 – Accountability/Release from PT
- c. 0900 – Work call/Accountability
- d. 1700 – Close out formation/Accountability (Retreat)

Times will be adjusted to account for Thursday Leader's Time Training and Friday Phantom Warrior Time. Commanders at all echelons can deviate from these standard times based on training planned during training meetings that require non-standard duty days.



AFVA-CG

21 June 2022

MEMORANDUM FOR SEE DISTRIBUTION

SUBJECT: 1st Cavalry Division - Cell Phone Policy

1. **Purpose.** To establish best practices for the use of cell phones and for communicating directly with 1st CAV Troopers. The overreliance on cell phones and text messaging to disseminate information causes unnecessary stress on Soldiers and Families. The goal of this policy is to encourage leaders to engage in direct, timely, and effective communication and to provide predictability for First Team Troopers, which helps ensure uninterrupted personal time outside of the duty day. This policy puts People First and encourages proper training management.

2. **Guidelines for Cell Phone Use.** This policy is not punitive, but corrective counseling is required after the second violation by a Soldier's immediate supervisor. Any counseling will identify the violation, prescribe appropriately tailored corrective training, and reiterate compliance with this policy.

a. Leaders will use direct communication and minimize leadership by text. Unit formations are held to maintain accountability and disseminate information in-person and in a timely manner. Commanders will conduct key leader huddles and close-out formations to put out information and brief changes to upcoming events. If leaders use proper training management and effective communication, there will rarely be a need to send last minute changes outside of the duty day

b. Official Meetings. Cell phones will not be used by First Team Troopers during work-related meetings or during unit training. We train as we fight, and in current and future conflicts cell phones will either not work or their use will cause potential force protection risks. Exceptions to this rule may be granted by the most senior ranking member of the meeting for emergency circumstances or other good cause on a case-by-case basis. This policy applies to meetings during the standard duty day. The standard duty day for purposes of this policy is defined as 0630 – 1700 local time.

c. Leaders will make every effort to avoid contacting Troopers about work-related issues outside of the standard duty day when Troopers are not on duty. There will be no work-related texts, chats, or messages before 0500 or after 1800 local time, unless a unit or person is still working due to mission requirements or there is an emergency or a change of mission requiring immediate action. If group messaging or chats are used to send work information, these forums must remain professional and will be limited to essential information for the whole group. These rules do not apply to personal messages or emergency circumstances related to health or safety. Troopers who are on authorized leave or pass, including weekends and days off, will not be

contacted for official reasons unless there are health or safety issues, emergencies, or a change in mission requiring a change in duty status.

d. This policy does not apply to official government cell phones.

3. The point of contact for this memorandum is the undersigned.

JOHN B. RICHARDSON IV
Major General, USA
Commanding

DISTRIBUTION:

Headquarters and Headquarters Battalion, 1CD (AFVA-HHB-CO)
Headquarters, 1st Armored Brigade Combat Team, 1CD (AFVA-IHB-CO)
Headquarters, 2nd Armored Brigade Combat Team, 1CD (AFVA-UAB-CO)
Headquarters, 3rd Armored Brigade Combat Team, 1CD (AFVA-UAG-CO)
Headquarters, Air Cavalry Brigade, 1CD (AFVA-AVW-CO)
Headquarters, Division Artillery, 1CD (AFVA-DFA-CO)
Headquarters, Sustainment Brigade, 1CD (AFVA-SBD-CO)

Physical Readiness Training



1. PRT is conducted Mon-Wed, and Fri from 0630-0730. The TCPs will be in APFUs with reflective belt or vest, mobile phone in case of an emergency, and remain in place until 0730. Thursdays are primarily dedicated to Leaders Time Training (LTT). With the intent for LTT to begin at 0800, PRT outside of LTT on Thursdays is at the discretion of the commander.

2. PRT Formation is the first accountability formation of the day and must be treated as such. Units will not hold PRT formation prior to 0630 without O-6 level approval, and will be on published training schedules six weeks out.

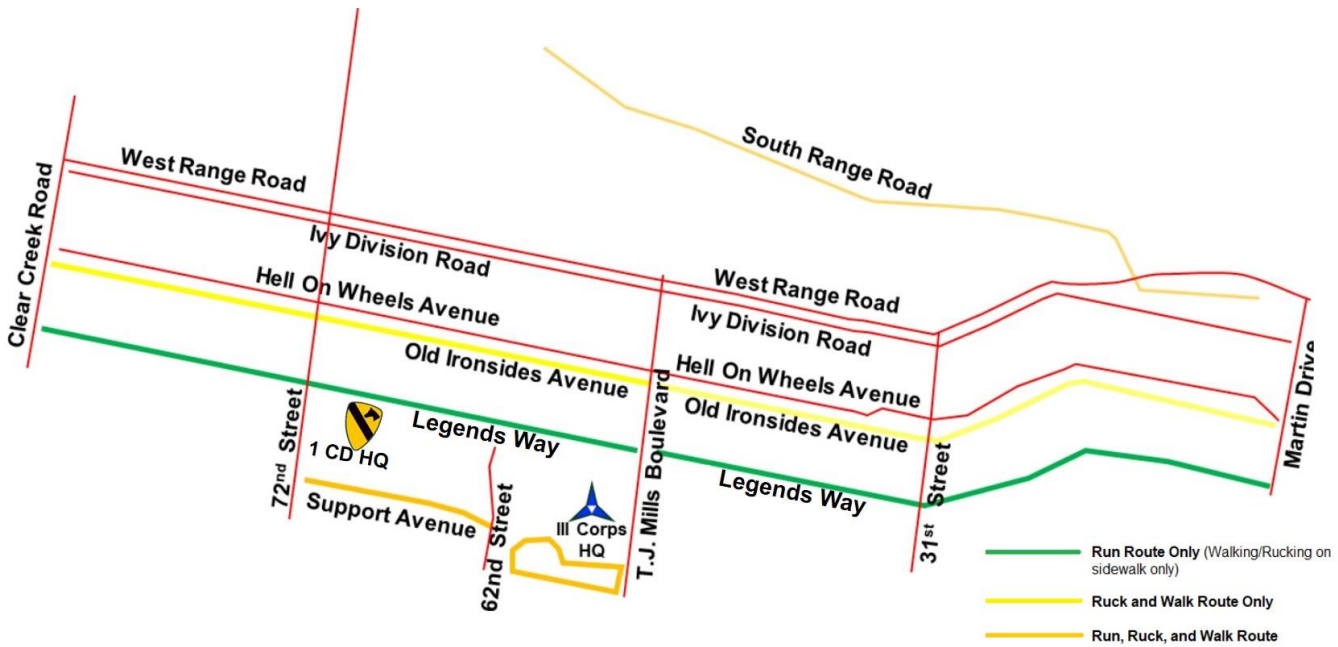
3. The Battalion Level is the lowest echelon where the **Top 5** (Commander, CSM, XO, S3 and Ops SGM) are authorized to conduct individual PRT, to allow opportunities for battlefield circulation.

4. The approval authority for exempting a unit from PRT resides at the battalion command or equivalent level.

5. Organized sports are authorized but will be limited to no more than two occurrences per month, and should be scheduled primarily during Foundation Days.

6. Fort Hood run routes are designed to provide a safe physical training environment for runners from 0630-0730. All other forms of exercise (walking, foot marching and bicycling) will be conducted at alternate locations (tank trails, bicycle paths, or sidewalks along the run route). Units are not authorized to run on paved roads outside the designated run routes, or in housing areas. Any PRT conducted on Tank Trails must be cleared through Range Support Operations.

Physical Training Run, Ruck, and Walk Routes



Professional On-Line/Social Media Conduct



@1stCavalryDivision



@1stCavalryDiv



@1stCavalryDivision



1st Cavalry Division

When using electronic communication devices, members of the First Team should apply "think, type, post":

- (1) **"Think"** about the message being communicated and who could potentially view it.
- (2) **"Type"** a communication that is consistent with Army Values; and
- (3) **"Post"** only those messages that demonstrate dignity and respect for self and others.

Do not discredit yourself, your family, the First Team or your Army by using inappropriate language or content. Only post or discuss issues related to your professional expertise or personal experience. Remember, your behavior online is reflective of your Army's image. Be aware of potential security violations when posting online. It is never acceptable to post classified, For Official Use Only (FOUO) or pre-decisional information on an official or personal account. It is your responsibility to be aware of the classification and release authority of the material you post. Criminals and adversaries can easily piece together information you share, potentially harming you, your loved ones, fellow Troopers, or our mission. Safeguard yourself and those close to you by not posting personal contact information or sharing plans

and schedules. Turn off electronic functions such as GPS or geotagging and always optimize your security settings.

Online misconduct is punishable under the Uniform Code of Military Justice (UCMJ). ALARACT 122/2015, Professionalization of Online Conduct, reinforces AR 600-20 and defines cyber misconduct as “the use of electronic communication to inflict harm.; examples include, but are not limited to: libel, slander, harassment, bullying, hazing, stalking, discrimination, retaliation, or any other types of misconduct that undermines dignity and respect.”

Contact your public affairs office with any online or social media questions.

Click on the icons (above) to follow the FIRST TEAM on social media platform.

Leader's Time Training SOP



DEPARTMENT OF THE ARMY
HEADQUARTERS, 1ST CAVALRY DIVISION BUILDING
28000, 761ST TANK BATTALION AVENUE FORT HOOD,
TX 76544-5000

AFVA-CG

02 March, 2022

MEMORANDUM FOR SEE DISTRIBUTION

SUBJECT: Standard Operating Procedure for the execution of 1st Cavalry Division Leader Time Training (LTT)

1. The following Standard Operating Procedure (SOP) applies to all 1st Cavalry Division personnel. This SOP outlines specified times and instructions designed to produce highly trained and lethal cohesive teams within the 1st Cavalry Division.
2. Key tasks.
 - a. Company/platoon level planning and sustainment, with decentralized execution.
 - b. Training and retraining of supporting tasks at echelon.
 - c. Increase MOS/Troop/leader fundamental proficiency at individual, team, and squad level.
3. End state. 1st Cavalry Division NCOs train Squads and Sections on team, crew, and leader tasks that support Mission Essential Tasks List (METL).
4. General Guidance.
 - a. LTT is protected time and will be conducted every Thursday on Fort Hood from 0800 hours to 1200 hours.
 - b. Unit Physical Training (PT) is not required prior to 0800 unless conducted as a part of LTT. Legends Way will remain closed during Fort Hood Garrison PT hours, and units will post road guards to close Legends Way from 0630-0730.
 - c. Leaders will utilize the period of 1300-1600 to focus on areas identified by the Chain of Command (CoC) (e.g. team building exercises, barracks/home inspections, counseling, OCIE inspections, DX CIF or other tasks).

d. Commanders, 1SGs, PLs, and PSGs can utilize 0800-1200 for administrative time, check on LTT or attend an LPD at echelon, but will not obstruct LTT. Changes or deviations from the LTT schedule will be addressed during Battalion Training Meetings and approved by Battalion Commander.

e. Units will execute C/B/T Training Meetings IAW Division Battle Rhythm.

f. All Troopers should minimize appointment during LTT based on readiness level and availability of required treatment.

g. Warrior restaurants are open from 0530-0730 prior to the start of LTT.

h. LTT will be leader led and driven at the squad/section level. Training should be focused on battle tasks, hands on, and in a field environment. C/B/T Command Teams must approve non-field environment training plans as an exception.

i. The uniform for LTT is approved by the Commander during Company Training Meetings.

j. Low-density training is once a month. Consolidated brigade and battalion level low-density LTT is the first Thursday of every month. Low-density training may be conducted in a classroom or field environment.

k. Consolidated Division level low-density LTT is on the last month of each quarter on the second Thursday.

l. Mechanics and motor pool personnel will conduct LTT on Thursday, focused on individual and collective training, at a minimum of twice a month.

m. Classroom training is not recommended and must be approved by the Commander and First Sergeant. The classroom portion of the training will optimally be done on the butcher paper or white board in a field environment.

n. When required, weapons will be drawn prior to the start of LTT. Vehicles dispatched and ready to SP NLT 0800.

o. Squads will have the following items available at training:

i. Deliberate Risk Assessment Worksheet (DRAW)

ii. Appropriate references to include T&OEs

iii. Crosswalk of squad collective task to platoon collective task to Company METLS; or at a minimum be able to explain how their training support the Company METLS.

p. When feasible squads and sections will conduct foot marches out to and returning from training as approved by the Commander.

5. Team Leader Responsibilities.

a. Ensure that Pre-Combat Check are completed prior to the start of LTT.

b. Ensure Troopers minimize appointments during LTT.

6. Squad Leader Responsibilities

a. The Squad/Section Leader will use/issue a combat order prior to movement. This will include, at a minimum: Task, Conditions, Standards, and Check on Learning.

b. Squad leaders will turn in training plans (using the 8-step training model) and risk assessments at a minimum of six weeks out to their CoC.

c. Squad leaders will utilize the Leader Time checklist and the 8-step training model during the lead up to training and have the checklist present for execution.

7. Platoon Leadership Responsibilities

a. Platoon Sergeants will conduct PCI's.

b. Platoon Sergeants will ensure that proper Deliberate Risk Assessment Worksheets (DRAW) is complete and signed by the proper command authority.

c. Platoon Sergeants will ensure that each squad will follow a PACE plan with cell phones being "C or E". The goal is to employ our military communications equipment in order to build proficiency and expertise with the systems during training.

d. Platoon Sergeants will ensure each squad/team primary trainer has been validated on the task prior to LTT execution in line with the 8 Step Training Model and spot check Leader Time checklist.

e. Platoon Leadership will assist in the development of the Crosswalk of Squad Collective Task to Platoon Collective Task to Company METLs; or at a minimum be able to explain how their training supports the Company METL and retraining plan.

f. Ensure recovery tasks are conducted and completed on the same day of LTT.

g. Responsible for compliance of training standards IAW training objectives.

h. Must have a plan to conduct retraining, as required, in accordance with the 8- step training model.

8. First Sergeant Responsibilities

a. Review LTT Execution Checklist and training plans at a minimum of four weeks out.

b. Company HQ's will battle track progression of training and after operations recovery.

c. Spot-check LTT to ensure compliance.

9. Company Commander Responsibilities

a. Ensure LTT supports training guidance and is METL-focused.

b. Ensure LTT feedback is incorporated into Company Training Meeting.

c. Provide feedback and oversight of the processes to include risk management, METL crosswalks, 8 Step Training Model (LTT Checklist), and retraining plans.

d. Brief LTT training plans to the Battalion Commander during the weekly Battalion Training Meeting.

10. The point of contact for this memorandum is the 1st Cavalry Division G3.

JOHN B. RICHARSON IV
Major General, USA
Commanding

DISTRIBUTION

Headquarters and Headquarters Battalion, 1CD (AFVA-HHB-CO)

Headquarters, 1st Armored Brigade Combat Team, 1CD (AFVA-IHB-CO)

Headquarters, 2nd Armored Brigade Combat Team, 1CD (AFVA-UAB-CO)

Headquarters, 3rd Armored Brigade Combat Team, 1CD (AFVA-UAG-CO)

Headquarters, Air Cavalry Brigade, 1CD (AFVA-AVW-CO)

Headquarters, Division Artillery, 1CD (AFVA-DFA-CO)

Headquarters, Sustainment Brigade, 1CD (AFVA-SBD-CO)

Funeral Details



Funeral details are a solemn duty of Soldiers showing final respect to a fellow warrior and their family. There is no room for failure in the execution of this duty. To properly honor the deceased Soldier and his/her Family, the funeral detail must be trained and well-rehearsed. Uniforms must be inspected with enough time to make alternations and then re-inspected. Train and rehearse with members of the detail (train back-up members in case of emergencies) and with all the equipment to be used on the day of the funeral. Arrive early and rehearse at the location.

Duties and responsibilities;

- a) First Sergeant
 - i. Uniforms are inspected for proper fitting/tailoring, cleanliness, and set-up.
 - ii. Detail is trained
 - iii. Detail rehearsed, to include contingencies
 - iv. Train replacements/back up members
- b) Command Sergeant Major
 - i. Certifies detail is ready

Access Control Point

The 1st Cavalry Division has a responsibility to command and control several access points into the installation. Every Trooper tasked to work at a control access point will represent the 1st Cavalry Division with pride, discipline, and treat everyone with dignity and respect.

1. Before Troopers go on duty the Sergeant of the Guard will:
 - a.) Guard mount [In ranks inspections] of Troopers, fix deficiencies.
 - b.) Spot check General Orders
 - c.) Identify supernumerary (on call)
2. Troopers on ACP will:
 - a.) Render the greeting of the day to people entering the installation; "Welcome to the Great Place" "First Team"
 - b.) Be Professional
 - c.) Comply with Army grooming standards
 - d.) Wear a clean and serviceable uniform
 - d.) Know your General Orders

1st Cavalry Division Deployment Packing List

REQ	O/H	WORN / CARRIED	REQ	O/H	MOLLE RUCK (AIRCRAFT)	REQ	O/H	A - BAG (AIRCRAFT)
1		OCF w / Subdued Flag / Rank / Name / Insignia	1		Marked IAW Unit SOP	1		Marked IAW Unit SOP
1		OCF Bottom	1		Waterproof Bag	1		Waterproof Bag
1		Patrol Cap	1		OCF Top w / IR Flag / Rank / Name / Insignia	1		OCF Top w / IR Flag / Rank / Name / Insignia
1		Coyote T-Shirt	1		OCF Bottom	1		OCF Bottom
1		Socks (BLK / GRN)	2		Coyote T-Shirt	2		Coyote T-Shirt
1		Belt (BRN)	2		Undergarments (Male / Female)	2		Undergarments (Male / Female)
1		Coyote Boots	1		Coyote Boots	2		Socks (GRN / BLK)
1		ID Tags	2		Socks (GRN / BLK)	2		APFU SS Shirt & Shorts
1		CAC Card / DRV's LIC / CIV & MIL	1		Poncho	2		APFU LS Shirt
1		IND WPN (w / Bolt Block & BFA) (Mission Dependent)	1		Sleeping Mat	5		Black / White Socks (PRT)
1		NVGs (Mission Dependent)	1		Personnel Hygiene Kit (1 x Month Supply)	1		Running Shoes
1		Watch	1		GEN III Wet Weather Top & Bottom	1		BLK Fleece Cap
1		Sensitive Items List (Laminated)	1		Survival Kit (550 Cord, Electrical Tape)	1		Show er Shoes
1		Commo Card	1		Crew men NOMEX Uniform / Coveralls (If Issued)	1		Summer Sleeping Bag w / Bivi Cover, Stuff Sack
1		Eye Protection Clear & Tinted (APEL Approved)	1		Signaling Device Day - VS-17 Panel	1		Laundry Bag
1		Note Pad w / Pen & Pencil	1		Night - IR Strobe and/or IR Chemlight Spinner	1		Towel
REQ	O/H	ASSAULT PACK	REQ	O/H	MOLLE RUCK (AIRCRAFT)	REQ	O/H	A - BAG (AIRCRAFT)
2		MREs Field Stripped (Mission Dependent)	1		Navigation Kit : Map, Map Board, Map Markers, Protractor	1		Lock
1		Gloves	1		Compass, GPS (As Applicable)	1		ACH w / NAP, w / NVG Nount (Name / BRN)
1		Reflective Belt (Railhead Ops)	1		Silkw eight Under ear (Top / Bottom)	1		OTV / OTV / MSV Complete
1		Flashlight / Head Lamp w / Red Lens	1		E-Tool, Pouches, Markings, & Chem Lights	1		TAP / FLC (Including IFAC)
1		Personal Hygiene Kit (72hrs)	1		CBRN Protective Mask	7		Magazines
1		Socks (BLK / GRN), T-Shirt, & Underw ear	1		CBRN - JSLIST (Complete)	1		Hydration Source (w / CBRN Drinking Tube Adpter)
1		Poncho Liner						
1		WPNS Cleaning Kit						
1		Ear Plugs						
REQ	O/H	B-BAG (CONEX)	REQ	O/H	C-BAG (CONEX)			
1		Marked IAW Unit SOP	1		Marked IAW Unit SOP			
2		Coyote T-Shirt	1		OCF or FRACU Top w / IR Flag / Rank / Name / Insignia			
2		Socks (BLK / GRN)	1		OCF or FRACU Bottom			
1		Winter Sleeping Bag	3		Undergarments (Male / Female)			
1		GEN III Medium Jacket (Wind Breaker)	1 Set		GEN III Cold Weather Gortex Top & Bottom			
1		GEN III Soft Shell Trousers / Suspenders	1		Waffle Top & Bottom			
1		Waffle Top & Bottom	1		Winter APFU (Jacket / Pants)			
1		Hydration Cleaning Kit	1		APFU SS Shirt & Shorts			
1		Towel	1		Extra Eye Protection			
2 Sets		Extra Batteries (All Equipment)	1		Goggles			
1		Pads, Elbow (If Applicable)	1		Personnel Hygiene Kit (1 x Month Supply)			
1		Pads Knee (If Applicable)	1		Crew men NOMEX Uniform / Coveralls (If Issued)			
2 Set		CIV Clothing (Appropriate)	2 Set		CIV Clothing (Appropriate)			
XX		Personal Items	XX		Personal Items			
1		Lock	1		Lock			
2		Army Combat Shirt (ACS)	2		Army Combat Shirt (ACS)			
1		Army Combat Pants (ACP)	1		Army Combat Pants (ACP)			
2		FRACU Top	2		FRACU Top			
2		FRACU Bottom	2		FRACU Bottom			
1		Army Combat Glove (ACG)	1		Winter Flyer Glove			
1		Hydration Bladder	1		Sports Bra (Females Only)			
			1		Cold Weather Combat Boot (CWCB)			
			1		Cold Weather Glove System (CWGS)			
OPTIONAL ITEMS								
		Washcloth						Multitool
		Foot Pow der						Knife
		Sun Screen						Sew ing Kit
		Zip Lock Bags						
FIGHT TONIGHT					RFI TAILORED MENU ITEMS			

1. Soldiers must have an inventory sheet completed by their first line supervisor (SGT or Above).
2. Duffle bags will be clearly marked or tagged with the Troopers Rank, Last Name, Last 4 SSN, and Unit IAW unit SOP.
3. Helmet band will have battle roster (first letter of last name and last four) sewn or printed on the right, last name and blood type on the left
4. Carry-on bag will be the military Assault Pack and be able to fit in an overhead bin or under seat. No pillows, stuffed animals, etc. affixed to carry on bag
5. **DO NOT BRING:** Alcohol, drugs, pornography, flammables

Individual Deploy-ability Checklist



1. DD Form 93 reviewed and update at SRP.
2. SGLV Form 8286 & 8286A review and updated
3. ID tags (two sets with chains) on hand.
4. Medical warning tags on hand as required.
5. CAC card on hand with expiration date for after of projected deployment/mission.
6. Hero photo on file.
7. Theater specific clothing issued.
8. Theater specific equipment issued.
9. Protective mask inserts and eye pro's on hand, as required.
10. Single, or triple flange ear plugs on hand.
11. Current weapons qualification on record.
12. OF 346, Military Driver's License issued, and theater specific licensing.
13. Current ACFT on record.
14. Will as required (counseling or education)
15. Power of Attorney as applicable.
16. Medical record review complete.
17. Medical statuses must not expire within 30 days of projected return
18. DNA tissue sample on file AFIP, SF Form 600.
19. Spectacle inserts on hand.
20. Temporary or permanent profile screened for deploy-ability 120 days prior to deployment.
21. DD Form 2795, Pre-Deployment Health Assessment completed.
22. Prescriptions, sufficient supply; minimum 180 days if CONUS.
23. Pre-deployment health assessment complete.
24. Dental classification and date. Troopers must be CAT I 30 days prior to deployment. Pregnancy test within 7 days of deployment.
25. Neurocognitive assessment (NCA) screening (ANAM, ImPACT, or both) 60

Equal Opportunity (EO)

1st Cavalry Division EO Mission Statement – People are our greatest resource and my command teams will create an environment where everyone is treated with dignity and respect. I expect leaders to build and maintain cohesive teams focused on accomplishing the mission. In addition, I expect my leaders to foster and maintain a positive command climate, and take immediate action to resolve complaints of discrimination and harassment. Our ability to accomplish our mission is absolutely dependent on the readiness of every member of this team, both military and civilian, and on maximizing their contributions to the unit's efforts by making the most of their individual skills. My command is committed to fostering an environment that builds strength and promotes diversity, equity, and inclusion.

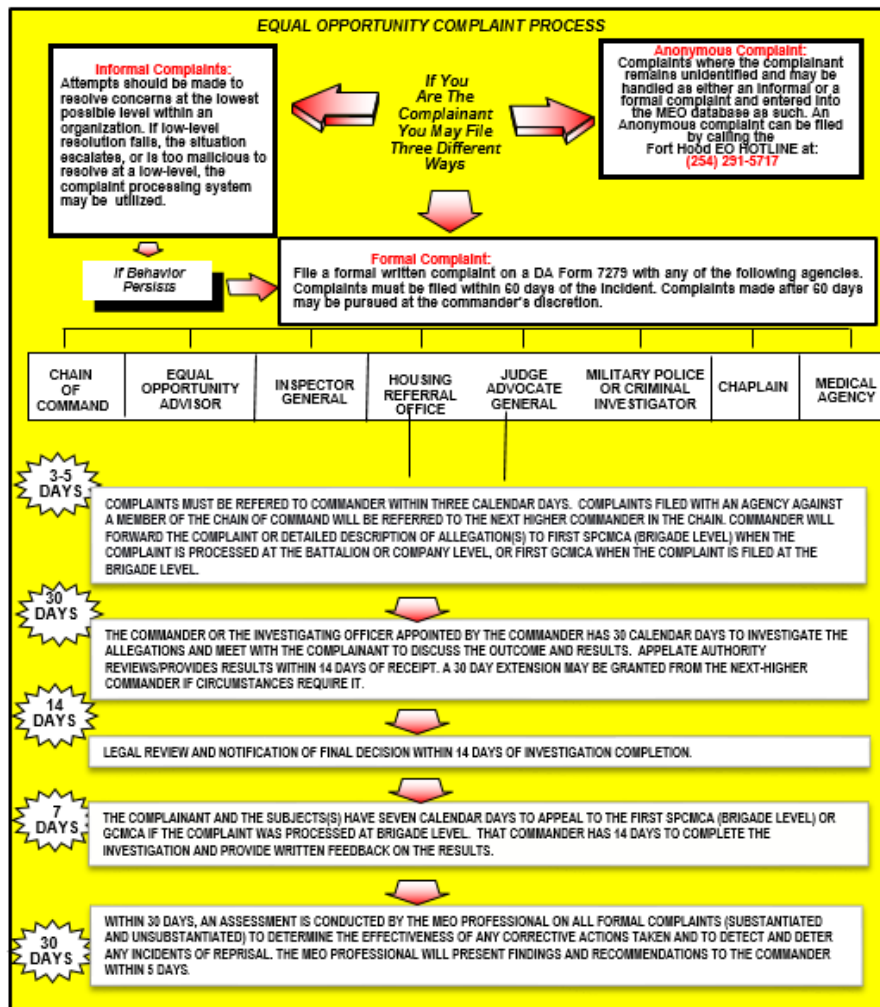
EO Complaint Process

Attempts should be made to resolve concerns at the lowest possible level within an organization. However, sometimes lower level resolutions fail, situations escalate, or the act is too malicious for lower types of resolution and require the use of the Military Equal Opportunity complaint Process.

1. There are three types of complaints:
 - a. Anonymous – Complaint where the complainant remains unidentified and may be handled as either an informal or formal complaint and entered in the MEO database. The commander will determine if sufficient information is provided to proceed as either an informal or formal complaint. Actions taken regarding anonymous complaints will depend on the extent of information provided. The installation 24/7 MEO and Harassment Hotlines is an additional avenue for Troopers to anonymously report incidents of MEO and harassment. The hotline should be resolved within 60 calendar days.
 - b. Informal – An informal complaint is one that a complainant does not wish to file in writing on a DA Form 7279. Informal complaints may be resolved directly by the complainant addressing the offending party, a peer, or another person in or outside the complainant's chain of command or NCO support channel, the EOL, or the MEO professional when practical. An informal complaint should be resolved within 60 calendar days.
 - c. Formal – A formal complaint is one that a complainant files in writing using DA Form 7279 and swears to the accuracy of the information. Only MEO professionals or commanders can receive formal MEO and harassment complaints. Formal complaints require specific actions, and are subject to timelines, and require documentation of the actions taken. Soldiers have 60 calendar days from the date of the alleged incident in which to file a formal complaint. The time limit is established to set reasonable parameters for the inquiry or investigation and resolution complaints, to include ensuring the availability of witnesses, accurate recollection of events, and timely resolution or remedial action. If a complaint is received after 60 calendar days, the commander may

conduct an investigation into the allegations or appoint an investigating officer.

2. Concerns raised and/or resolved outside of the complaint processing system are considered problem resolution or leadership actions and are not considered MEO or harassment complaints.
3. Incidents involving allegations of criminal behavior, such as violations of the Uniform Code of Military Justice, will be reported or referred to law enforcement.
4. You are encouraged to file a report without fear of reprisal or retaliation. Any act of reprisal, retaliation, or attempts to discourage the filing of a MEO complaint is prohibited and not tolerated in this command. Complainants and victims will be protected from acts of, or threats of, reprisal and/or retaliation.
5. I encourage anyone experiencing unlawful discrimination, reprisal, or retaliation to report it to their chain of command, through the use of the Commanders Open Door Policy. Soldiers and Family members may also contact the 1 CD Equal Opportunity (EO) Staff Office at 254-553-9383 or 254-283-6436 located at building 28000, 761st Tank Battalion Avenue, Fort Hood, Texas. Civilian employees, please contact the Equal Employment Opportunity (EEO) Office located at building 1001, room 228, on Fort Hood.



Sexual Harassment/Assault Response and Prevention (SHARP)

The 1st Cavalry Division, in accordance with the SHARP Program's mission, is to reduce with an aim toward eliminating sexual offenses within the Army through cultural change, prevention, intervention, investigation, accountability, advocacy/response, assessment, and training to sustain the All-Volunteer Force. Brigade and Battalion Sexual Assault Response Coordinators (SARCs) and Victim Advocates (VAs) receive training certified by the Department of Defense Sexual Assault Advocate Certification Program (D-SAACP) and are credentialed through the National Organization for Victim Assistance (NOVA). SARCs and VAs are trained to assist Soldiers with sexual assault reporting, seeking medical attention, and victim services. They also provide 24/7 response capabilities with shared responsibilities of manning the III Corps SHARP Hotline. Along with assisting the victims, SARCs and VAs support the commanders with climate and culture assessments through surveys and prevention and awareness through annual training.

Sexual Harassment

Title 10 USC 1561 defines the term "sexual harassment" to mean any of the following:

1. Conduct that involves unwelcomed sexual advances, request for sexual favors, and deliberate or repeated offensive comments or gestures of a sexual nature when –
 - a. Submission to such conduct is made either explicitly or implicitly a term or condition of a person's job, pay, or career; or
 - b. Submission to or rejection of conduct by a person is used as a basis for career or employment decisions affecting that person; or
 - c. Such conduct has the purpose or effect of unreasonably interfering with an individual's work performance; or
 - d. Is so severe or pervasive that a reasonable person would perceive, and the victim does perceive, the environment as hostile or offensive.
2. Any use or condition, by any person in a supervisory or command position, of any form of sexual behavior to control, influence, or affect the career, pay, or job of a member of the Armed Forces or a Civilian employee of the DoD. is a form of gender discrimination that involves unwelcome sexual advances, requests for sexual favors, and other verbal or physical conduct of a sexual nature between the same or opposite genders.
 - a. There is no requirement for concrete psychological harm to the complainant for behavior to constitute sexual harassment. Behavior is sufficient to constitute sexual harassment if it is so severe or pervasive that a reasonable person would perceive, and the complainant does perceive, the environment as hostile or offensive.
 - b. There is no requirement for concrete psychological harm to the complainant for behavior to constitute sexual harassment. Behavior is sufficient to constitute sexual harassment if it is so severe or pervasive that a reasonable person would perceive, and the complainant does perceive, the environment as hostile or offensive.
 - c. Sexual harassment can occur through electronic communications, including social media, other forms of communication, and in person.

- d. The use of disparaging and/or sexualized terms may contribute to an unlawful hostile environment and thus will not be tolerated. Leaders at all levels will protect their teams against sexual harassment and proactively ensure their environments are free from all forms of sexual harassment.
- e. Any deliberate or repeated unwelcome verbal comment or gesture of a sexual nature by any member of the Armed Forces or Civilian employee of the DoD.

There are three reporting options for SH reports: **Formal, Informal** and **Anonymous**.

- a. Formal – Formally to a full-time brigade level-SARC. Formally when the brigade commander initiates an investigation, disposition and resolution are addressed at the command level, and complain processing is documented in ICRS. Soldiers can file formal sexual harassment complaints on the DA Form 7746, documenting the nature of the complaint and the requested remedies.
- b. Informal – An informal complaint is any complaint that a Soldier, DA civilian, or family member does not wish to file in writing. In this type of complaint, the complainant believes the situation can be resolved through discussion, problem identification, counseling, and/or clarification of the issues. Informal complaints may be resolved directly by the individual, with the help of another unit member, the commander or other person in the complainant’s chain of command. These cases are not required to be reported to higher headquarters, but memorandum for record should be maintain by the SARCs. While those involved try to promote confidentiality throughout, it is not guaranteed or promised.
- c. Anonymours – An anonymous complaint is defined as a report of sexual harassment, regardless of the means of transmission, from an unknown or unidentified source. The individual reporting the information is not required to divulge and PII. Commander will publiciza and enable anonymous reporting through organizational hotlines, email, or official tele-phone lines.

Sexual Assault

Sexual assault is a crime defined as intentional sexual contact, characterized by use of force, threats, intimidation, or abuse of authority or when the victim does not or cannot consent. Sexual assault includes a broad category of sexual offenses consisting of the following UCMJ offenses: rape, sexual assault, aggravated sexual contact, abusive sexual contact, or attempts to commit these acts.

1. There are two reporting options for sexual assault: Restricted and Unrestricted reporting.
 - a. **Restricted** – Restricted reporting allows a victim to confidentially disclose a sexual assault without triggering an official investigation. This allows a victim to receive medical treatment, advocacy services, legal assistance, and counseling. Soldiers who are sexually assaulted and desire restricted reporting should report the assault to the SARC, VA, or a healthcare provider. Chaplains do not receive restricted reports of sexual assault (SA). They can be confided in and maintain

confidentiality but they do not receive or process reports. Healthcare providers can receive a complaint (and maintain confidentiality) but not process it and must contact a SARC in order for the complaint to be filed on a DA FORM 2910 (Victim Reporting Preference Statement). Anyone who is eligible to file a restricted report may do so regardless of the chain of commands knowledge of the assault. The only exemption to this rule is if the victim directly reports the assault to law enforcement or if the victim previously reported the same assault as unrestricted.

- b. **Unrestricted** – Unrestricted reporting allows a victim of sexual assault to receive medical treatment, advocacy services, legal assistance, and counseling. However, this report will trigger an official investigation of the crime. A victim may report the incident to the SARC or VA specialist but upon notification law enforcement will be contacted by the victim's commander as soon as they are aware and no later than 24 hrs/48 hrs if in a deployed environment. Details regarding the incident will be limited to only those who have a legitimate need to know.

Commander's Response

1. Take immediate steps to ensure victim's safety, security and medical treatment needs (**in person face-to-face**) inform victim they still have the option to file a **Restricted Report**.
2. Protect victim's confidentiality (don't wait for rumors, be proactive and control the flow of information).
3. Ensure law enforcement is notified within 24 hrs, 48 hrs if deployed environment (**CID 254-258-1284**).
4. Notify SARC/VA
5. Notify Legal BJA
6. Ensure victim has support (advocate, friend, Chaplain (**SVC 254-702-2187**)).
7. Determine how to best separate the victim and subject (consult with BN and BDE CSM for barracks moves) III Corps SHARP SOP requires subject to be moved to a separate BN from the Victim. Brigade CDR is the approving authority for exemptions for this action. \
8. Submit a SHARP Serious Incident Report (SIR), Serious Incident Reporting & Commander's Critical Information Requirements (NO PII).
9. If the subject is in the same unit as the victim, ensure Soldier is flagged and security clearance suspended (**always consult legal first**).
10. Prepare SAIRO

Resources

1CD SHARP Office

Program Manager.....	254-287-9383/254-630-7609
SARC.....	254-618-8305/254-432-9238
VA.....	254-285-5980/254-392-2656
1st Armored Brigade Combat Team.....	254-449-5370
2nd Armored Brigade Combat Team.....	254-289-3192
3rd Armored Brigade Combat Team.....	254-383-7856
1st Air Cavalry Brigade.....	254-415-5835
1st Cavalry Division Sustainment Brigade.....	254-630-7609

1CD Equal Opportunity

EO OIC.....	254-289-2978
EO NCOIC.....	254-285-6436/580-919-7241
EO Advisor.....	254-702-0483
1st Armored Brigade Combat Team.....	404-784-2412
2nd Armored Brigade Combat Team.....	254-383-2730
3rd Armored Brigade Combat Team.....	254-368-9822
1st Air Cavalry Brigade.....	704-7889296
1st Cavalry Division Sustainment Brigade.....	254-630-3167

1CD Retention

Retention SGM.....	254-287-3711
Retention OPS MSG.....	254-287-0917
Jr. Operations NCO.....	254-287-4422

1CD Chaplain

Chaplain.....	254-553-0580/334-468-4016
Deputy Chaplain.....	254-287-9419/254-681-2754
NCOIC	

1CD Inspector General

OIC.....	254-287-9377
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Army Directive 2020-16 (Determination and Reporting of Missing, Absent-Unknown, Absent Without Leave, and Duty Status-Whereabouts Unknown Soldiers)

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III Corps and Fort Hood Resources

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