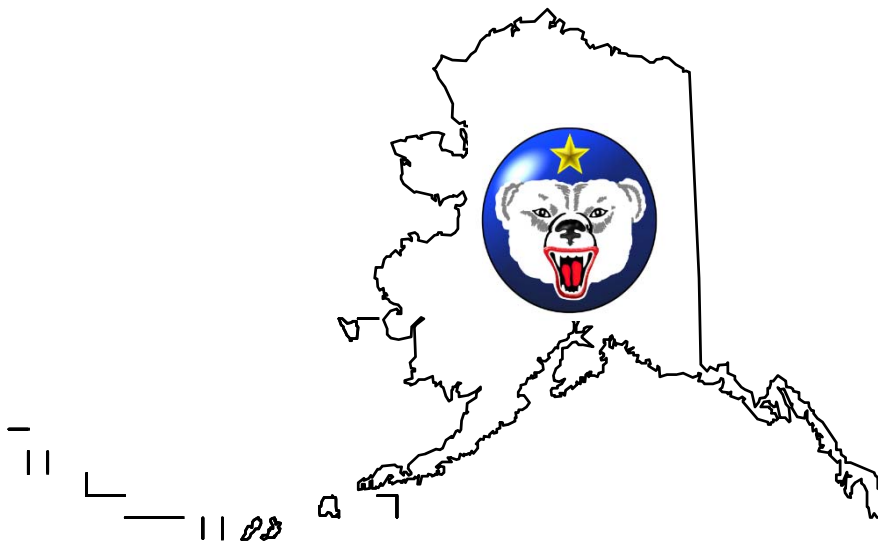


*United States Army Alaska*  
*Arctic Warriors*



**ARCTIC WARRIOR STANDARDS**

Chain of Command

---

**Commander in Chief**

---

**Secretary of Defense**

---

**Secretary of the Army**

---

**Chief of Staff of the Army/Sergeant Major of the Army**

---

**United States Army Pacific Command Commander/Command Sergeant Major**

---

**United States Army Alaska Commanding General/Command Sergeant Major**

---

**Brigade Commander/Command Sergeant Major**

---

**Battalion Commander/Command Sergeant Major**

---

**Company Commander/First Sergeant**

---

**Platoon Leader/Platoon Sergeant/Squad Leader**

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## USARAK Pamphlet 600-2



**DEPARTMENT OF THE ARMY**  
HEADQUARTERS, U.S. ARMY ALASKA  
724 POSTAL SERVICE LOOP #5000  
JOINT BASE ELMENDORF-RICHARDSON AK 99505-5000

APVR-CG

MEMORANDUM FOR All Soldiers, U.S. Army Alaska (USARAK)

SUBJECT: Arctic Warrior Standards

1. Discipline is the hallmark of all great military units. In military operations, order and discipline lead to victory. This discipline is visibly measured by the way a unit appears both in garrison and in the field, how it conducts itself in combat and in peacetime, and the military courtesy conveyed by its members when addressing or interacting with others.
2. This pamphlet is produced to inform all USARAK Soldiers of our Arctic Warrior Standards. A copy of this pamphlet is issued to every Soldier.
3. Within USARAK, our Soldiers continually set a standard of excellence in everything we do. We are a unit with a unique and proud history with a proven, worldwide reputation of being a premier war-fighting unit. We will maintain proficiency in the critical areas of Physical and Mental Readiness, Small Unit Battle Drills, Stryker, Airborne, and Aviation; Weapons and Medical Skill Proficiency, as well as Leader Development.
4. Every Soldier is expected to adhere to these standards, and if necessary, take the corrective action to enforce compliance. Remember that enforcing standards here and now may be the last opportunity you have before we deploy to combat. We are and always will be "Arctic Warriors", and PACOM's Strategic Response Force.

TERRY D. GARDNER  
Command Sergeant Major, USA

BRYAN R. OWENS  
Major General, USA  
Commanding

## **OATH OF ENLISTMENT**

"I, \_\_\_\_\_, do solemnly swear (or affirm) that I will support and defend the Constitution of the United States against all enemies, foreign and domestic; that I will bear true faith and allegiance to the same; and that I will obey the orders of the President of the United States and the orders of the officers appointed over me, according to regulations and the Uniform Code of Military Justice. So help me God." (Title 10, US Code; Act of 5 May 1960 replacing the wording first adopted in 1789, with amendment effective 5 October 1962).

## **OATH FOR COMMISSIONED OFFICERS**

"I, \_\_\_\_\_ (SSAN), having been appointed an officer in the Army of the United States, as indicated above in the grade of \_\_\_\_\_ do solemnly swear (or affirm) that I will support and defend the Constitution of the United States against all enemies, foreign or domestic, that I will bear true faith and allegiance to the same; that I take this obligation freely, without any mental reservations or purpose of evasion; and that I will well and faithfully discharge the duties of the office upon which I am about to enter; SO HELP ME GOD." (DA Form 71, 1 August 1959, for officers.)

**Stand at position of Attention while it is played, and sing the song.**

### **The Army Song**

Verse:

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

Chorus:

First to fight for the right,  
And to build the Nation's might,  
And the Army Goes Rolling Along.  
Proud of all we have done,  
Fighting till the battle's won,  
And the Army Goes Rolling Along.

Refrain:

Then it's hi! hi! hey!  
The Army's on its way.  
Count off the cadence loud and strong;  
For where'er we go,  
You will always know  
That The Army Goes Rolling Along.

### **The United States Army Alaska March**

We conquer the mountains and the valleys!  
We train in the winter's bitter cold!  
Alaska Soldiers! Arctic Warriors!  
Sentries of the North!

So pick up your weapons and your snowshoes!  
We're ready to fight and to defend!  
The finest Soldiers! Arctic Warriors! From the last Frontier!

## **CREED OF THE NONCOMMISSIONED OFFICER**

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

Competence is my watchword. My two basic responsibilities will always be uppermost in my mind: Accomplishment of my mission and the welfare of my Soldiers. I will strive to remain tactically and technically proficient. I am aware of my role as a Noncommissioned Officer. I will fulfill my responsibilities inherent in that role. All Soldiers are entitled to outstanding leadership; I will provide that leadership. I know my Soldiers and will always place their needs above my own. I will communicate consistently with my Soldiers and never leave them uninformed. I will be fair and impartial when recommending both awards and punishment.

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



**From left to right - Sergeant Major of the Army; Command Sergeant Major; Sergeant Major; First Sergeant; Master Sergeant; Sergeant First Class; Staff Sergeant; Sergeant; Corporal**

## **SOLDIER'S CREED**

I am an American Soldier

I am a warrior and a member of a team

I serve the people of the United States, and live the Army Values

***I will always place the mission first***

***I will never accept defeat***

***I will never quit***

***I will never leave a fallen comrade***

I am disciplined, physically and mentally tough, trained and proficient in my warrior tasks and drills. I always maintain my arms, my equipment and myself

I am an expert and a professional

I stand ready to deploy, engage, and destroy, the enemies of the United States of America in close combat

I am a guardian of freedom and the American way of life

I am an American Soldier

## **GENERAL ORDERS**

(1) I will guard everything within the limits of my post and quit my post only when properly relieved.

(2) I will obey my special orders and perform all my duties in a military manner.

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

## **THE ARMY VALUES**

### **Loyalty:**

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

### **Duty:**

Fulfill your obligations.

### **Respect:**

Treat people as they should be treated.

### **Selfless-Service:**

Put the welfare of the nation, the Army, and your subordinates before your own.

### **Honor:**

Live up to all the Army values.

### **Integrity:**

Do what's right, legally and morally.

### **Personal Courage:**

Face fear, danger, or adversity (Physical or Moral).



## **CODE OF CONDUCT**

### **For Members of the Armed Forces of the United States**

(1) "I am an American fighting in the forces which guard my country and our way of life. I am prepared to give my life in their defense."

(2) "I will never surrender of my own free will. If in command, I will never surrender the members of my command while they still have means to resist."

(3) "If I am captured, I will continue to resist by all means available. I will make every effort to escape and aid others to escape. I will accept neither parole nor special favors from the enemy."

(4) "If I become a prisoner of war, I will keep faith with my fellow prisoners. I will give no information or take part in any action, which might be harmful to my comrades. If I am senior, I will take command. If not, I will obey the lawful orders of those appointed over me and will back them up in every way."

(5) "When questioned, should I become a prisoner of war, I am required to give name, rank, service number, and date of birth. I will evade answering further questions to the utmost of my ability. I will make no oral or written statements disloyal to my country and its allies or harmful to their cause."

(6) "I will never forget that I am an American, fighting for freedom, responsible for my actions, and dedicated to the principles which made my country free. I will trust in my God and in the United States of America."

**CIVILIAN CORPS CREED**

I am an Army civilian – a member of the Army team.

I am dedicated to our Army, our Soldiers and civilians.

I will always support the mission.

I provide stability and continuity during war and peace.

I support and defend the Constitution of the United States and consider it an honor to serve our nation and our Army.

I live the Army values of loyalty, duty, respect, selfless service, honor, integrity, and personal courage.

I am an Army civilian.

**DEPARTMENT OF THE ARMY  
HEADQUARTERS, UNITED STATES ARMY ALASKA  
JOINT BASE ELMENDORF-RICHARDSON, ALASKA 99505**

**United States Army Alaska Pamphlet 600-2**

**22 JULY 2015**

**Personnel**

**United States Army Alaska Soldiers' Handbook  
and Arctic Warrior Standards**

**Summary:** This pamphlet provides standards and information to all Soldiers assigned or attached for duty to United States Army Alaska (USARAK) installations. It also provides information to Family members and civilian employees of USARAK.

**Applicability:** This pamphlet applies to all Soldiers, Active, Reserve, and National Guard assigned or attached to this command and/or installation within Alaska.

**Interim Changes:** Interim changes to this pamphlet are not official unless the USARAK G3/5/7 authenticates them. Users will destroy interim changes on their expiration dates unless sooner superseded or rescinded.

**Suggested Improvements:** This pamphlet's proponent agency is the Deputy Chief of Staff for Plans and Operations/G3. The Deputy Chief of Staff for Plans and Operations/G3 invites users to send comments and suggested improvements on Department of the Army (DA) Form 2028 (Recommended Changes to Publications and Blank Forms) directly to APVR-ROP.

If there is a conflict between this publication and a USARAK regulation or policy or between this publication and Army publications, the USARAK regulation, policy or Army publication takes precedence.

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## **1 Purpose**

The purpose of this publication is to inform all USARAK Soldiers of basic standards of appearance, conduct, military courtesy, and need to know information.

## **2 References**

Related publications and referenced forms are listed in Appendix A.

## **3 Responsibilities**

Commanders are responsible to ensure Soldiers under their command present a neat and Soldierly appearance. Noncommissioned officers are responsible for the appearance of subordinate Soldiers in their charge. Each Soldier has the duty to take pride in his and her appearance at all times.

## **4 General**

USARAK Soldiers must project a professional military image. There must be no doubt that they live by a common standard and are responsible to military order and discipline.

### **4.1 United States Army Alaska Mission**

USARAK provides trained and ready forces in support of worldwide unified land operations; supports theater engagement in the Pacific and military operations in the AK-JOA, in order to contribute to a stable and secure operational environment.

### **4.2 United States Army Alaska History**

The Army has served in Alaska since 1867, when Soldiers of the United States Army, 9th Infantry Regiment, took part in the ceremonies that raised the Stars and Stripes over Sitka and transferred Russian lands to the United States. Senator Charles Sumner is often credited with selecting the native word "Alaska" to name the newly acquired territory.

Brevet Major General Jefferson C. Davis assumed command of the territory, which remained an Army responsibility for the next 10 years. During that decade, a garrison of 500 officers and men were assigned to Alaska.

The troops were withdrawn from Alaska in 1877, and for the next 2 years, Alaska was controlled by treasury officials. During this time, natives and lawless adventurers proved to be more than the officials could handle. In the spring of 1879, Navy vessels were diverted to Alaska to restore order.



The Navy formed a quasi-military government and directed Alaskan affairs until 1884 when Congress organized a civil government.

Between 1869 and the Gold Rush era, pioneering Army expeditions evicted the Hudson's Bay Company from Fort Yukon, operated weather stations, opened up the approaches to the Klondike, and explored the major river systems of the interior. United States Army officers Raymond, Schwatka, Abercrombie, Glenn, Allen, Ray, Randall, Brigadier General Wilds P. Richardson, and others were commemorated on the map of Alaska for these accomplishments.

The lawless days of 1898 initiated the Alaska-Canada boundary dispute and the need for law enforcement and aid to destitute prospectors. The military Department of Alaska bolstered the stand of the United States on the boundary question, which was later settled by convention in London. The Army brought law and order and fed the starving miners.

Meanwhile, the United States Army Signal Corps established telegraph, wireless, and cable links between far-flung forts and camps in Alaska and connected the system to the United States by submarine cable.

The Richardson Highway parallels much of the old Richardson Trail, which served the Washington-Alaska Military Cable and Telegraph System from Fort Liscum (Valdez) to Fort Egbert (Eagle). It is a monument to Army builders in Alaska.

Military forces in Alaska were never large until World War II. Even World War I bypassed Alaska. As late as 1939, merely 11 officers and 286 enlisted men manned one active military establishment.

Construction of another Army post six miles northeast of Anchorage began on 8 June 1940. The War Department General Order Number 9, dated 12 December 1940, designated the military reservation as Fort Richardson and the flying field at Fort Richardson was designated Elmendorf Field. When the Japanese attacked Pearl Harbor, there were only token ground forces and 32 military aircraft in the territory. When World War II began, the War Department authorized a buildup in Alaska to meet the threat presented by the Axis. The Army Air Corps recommended that airfields be built at Fairbanks and Anchorage. Those sites were selected in 1934 on the basis of a study done by Lieutenant Colonel Henry H. (Hap) Arnold, who had led an Alaska map and survey mission. Colonel Arnold went on to command the Army Air Forces in World War II and achieved the five-star rank of General of the Army.

Alaska became a theater of war in 1942 when the Japanese bombed Dutch Harbor on 3 and 4 June and occupied Kiska and Attu shortly afterwards as part of an overall effort to seize Midway Island and establish a defensive line that would run from the western Aleutians to New Guinea.

The United States and its Canadian allies were left with the problem of expelling the Japanese garrisons from Kiska and Attu. Although there were some who questioned the wisdom of retaking the two islands, which could just as easily be isolated from their support bases in the northern Kurile Islands, others pressed for their recapture. It was the first time since 1812 that North American soil had been occupied by a foreign nation.

The Aleutian Campaign, fought between June 1942 and August 1943, was primarily an air war and secondarily a naval war. American forces advanced westward down the Aleutian Chain from Dutch Harbor on Unalaska Island and Fort Glenn and Cape Field on Umnak Island. Adak Island was occupied 31 August 1942 and Amchitka was occupied 13 January 1943.

Army bombers and fighters from the 11th Air Force, joined by Royal Canadian Air Force fighters based on the two islands, flew air raids against the Japanese garrisons on Kiska and Attu, while U.S. naval ships bombarded Kiska. The Japanese were soon isolated on the two islands.

On 11 May, Soldiers from the 7th Infantry Division landed on Attu. What was expected to be a three-day operation turned into an 18-day ordeal. United States intelligence had failed to ascertain the true Japanese strength on the island or gain a clear picture of the weather and terrain. The infantrymen who went ashore on Attu were unprepared for what they encountered.

The 2,350 Japanese Soldiers on Attu had established fortified positions along the slopes of the mountains. Although hopelessly outnumbered and cut off from resupply, they fought bravely and with tenacity to the very end. Only 29 survived the battle as prisoners. For the Americans, it meant one small engagement after another under appalling conditions as they slowly pushed the Japanese back. The end came during the early morning hours of 29 May when the Japanese made one last desperate suicidal attack to break out of their encirclement.

More than 15,000 Americans were committed to the bitter battle. It cost them 549 dead, 1,148 wounded, and 2,100 taken out of action by disease and non-battle injuries. Most of the latter were the result of the terrible climate and terrain and inadequate clothing. The price of victory was very high. In terms of numbers engaged, Attu ranks as one of the most costly assaults in the Pacific, second only to Iwo Jima. Seventy-one Americans died or were injured for every 100 Japanese killed.

On 15 August 1943, a combined U.S.-Canadian force of 32,000 stormed ashore at Kiska to find that the Japanese had evacuated their forces by surface ships on 28 July.

Highlighting the war period was the epic task performed by the United States Army Corps of Engineers in building the Alaska Highway. It gave the territory its only overland link with the rest of the Western Hemisphere.

The Nation's first unified command was established as the Alaskan Command on 1 January 1947 to exercise joint operational control over assigned Army ground forces, Army air forces, and certain Navy forces. Later that year, Army troops, until then under the direct control of the Army's Alaska Department, were redesignated as the United States Army Alaska (USARAL), the Army component of the Alaskan Command (ALCOM).

When the Air Force was organized from the Army Air Corps in 1947, steps were taken to convert Fort Richardson and Elmendorf Field into separate installations. On 15 October 1950, the Army released to the Air Force the land that is now Elmendorf Air Force Base and began construction of new facilities at its present Fort Richardson site, eight miles from Anchorage. USARAL headquarters moved to its new location on 3 January 1953.

During and shortly after the war years, several posts were established in Alaska. Some were inactivated and several became Air Force bases. The Navy assumed control of still others, and the remainder were retained by the Army. The Army installation known as Fort Greely (near Big Delta, Alaska) was initially occupied by Army Forces in 1941 and became the site for Army cold weather maneuvers. The forerunner of today's United States Army Cold Region Test Center (CRTC) and the United States Army Northern Warfare Training Center (NWTC) were stationed there. This location became an established Army post called "Big Delta, Alaska" on 6 May 1947. On 21 June 1953, the name was changed to "Fort Greely, Alaska." On 1 January 1961, Ladd Air Force Base (near Fairbanks) was transferred to Army jurisdiction and was named "Fort Jonathan M. Wainwright."

Following World War II, troops of both the 71st and 2d Infantry Divisions served in Alaska. In 1963, a re-organization established the 171st Infantry Brigade (Mechanized) at Fort Wainwright and the 172d Infantry Brigade (Mechanized) at Fort Richardson as major subordinate commands of USARAL. In 1969, both brigades were converted to light infantry. At the end of 1972, the 171st stood down according to a policy of troop reduction. The 172d absorbed the remaining units of the departing brigade.

In 1974, restructuring of overseas elements (Project ROSE) implemented a worldwide program to increase the utilization of military personnel in combat rather than support functions. On 1 July 1974, USARAL lost its status as a separate major command and became subordinate to the United States Army Forces Command, headquartered at Fort McPherson, Georgia. The USARAL designation remained until the end of the year and on 1 January 1975, USARAL was replaced by the 172d Infantry Brigade, Alaska.

The 6th Infantry Division (Light) was activated on 23 March 1986 at Fort Wainwright, Alaska and during a follow-up ceremony at Fort Richardson, Alaska, on 24 March 1986.

Military training areas were greatly expanded during the 1990s. Exercise and training deployments became routine. Joint training was greatly improved through exercises and training activities.

The 6th ID (L) was actively involved in training exercises in Japan and Thailand, at the Joint Readiness Training Center in Arkansas and Louisiana, and throughout Alaska until its deactivation in July 1994.

The Army headquarters was moved from Fort Wainwright to Fort Richardson and United States Army Alaska was established.

Fort Greely had been identified by the Base Realignment and Closure Committee to be shuttered, but President George W. Bush in a May 2001 speech at the National Defense University announced plans to reduce the nuclear arsenal and increase missile defense by building a land based system that could intercept missiles in mid-course. Alaska's location made it a good candidate for basing anti-ballistic missiles.

Shortly afterward, the Missile Defense Agency issued a record decision clearing the way to construct six silos and support facilities on Fort Greely to test the anti-ballistic missiles.

After the terrorist attacks of Sept. 11, 2001, the Global War on Terror brought an increase in Soldiers and missions for USARAK, necessitating the transformation of the 172nd Infantry Brigade to a new Stryker Brigade Combat Team, fielding the Army's newest infantry vehicles.

In 2005, USARAK used the 1st Battalion (Airborne), 501st Infantry Regiment as the base unit to build the 4th Infantry Brigade Combat Team (Airborne), 25th Infantry Division.

In 2006, Headquarters and Headquarters Company of the 3<sup>rd</sup> Combat Support Brigade was constituted at Fort Richardson. Redesignated on 1 February 2008 as Headquarters and Headquarters Company, 3<sup>rd</sup> Maneuver Enhancement Brigade (MEB). On 16 October 2009, HHC, 3<sup>rd</sup> MEB was activated; it remained on Fort Richardson as a vital unit in the support of the war time mission for USARAK. On 15 September 2011 at Fort Richardson, the HHC, 3<sup>rd</sup> MEB was inactivated.

Both the 172nd SBCT (later re-designated the 1st Stryker Brigade Combat Team, 25th Infantry Division) and the 4-25th IBCT (A) had successful, important combat rotations in support of Operations Enduring Freedom in Afghanistan and Iraqi Freedom in Iraq.

With the end of OIF and the impending drawdown of OEF forces, both combat brigades have returned to their Alaska roots and are focused on being the Army's Arctic experts and filling missions around the Pacific Theater or elsewhere as needed.

Other vital units currently serving in The Great Land include the 2d Engineer Brigade at JBER and the USARAK Aviation Task Force at Fort Wainwright. Both headquarters and sub-units made various combat deployments in support of Operations Enduring Freedom and Iraqi Freedom/Operation New Dawn.

The 2d Engineer Brigade is scheduled to be inactivated in 2015 as the Army restructures its forces.

#### **4.3 Activations and Re-designations**

Activated on 28 March 1941 at Fort Richardson as Headquarters, Alaska Defense Command.

Re-designated on 27 October 1943 as Headquarters, Alaskan Department

Re-designated on 15 November 1947 as Headquarters, United States Army Alaska

Inactivated on 31 December 1974 and activated on 2 July 1994

#### **4.4 Campaign Participation**

World War II

Asiatic-Pacific Theater without inscription

Operation Iraqi Freedom

Operation Enduring Freedom

#### **4.5 Decorations**

None

#### 4.6 Shoulder Sleeve Insignia

A circular disk of a blue background upon which is superimposed a polar bear's head



surmounted with a gold star. It represents the Army as guardian of the far north depicted by the polar bear, which, according to myth, is guardian of the North Star, represented by a yellow star. Figure 1 below shows the insignia.

**Figure 1: United States Army Alaska Crest**

#### 4.7 Organization Day

The 29th of October commemorates the date in 1867 when Brevet Major General Jefferson C. Davis assumed command of the Military District of Alaska.

**MOTTO – Arctic Tough**

**SALUTE – Arctic Warrior**

**SALUTATION – Arctic Tough**



**Figure 2: United States Army Distinctive Insignia**

**Description:** A gold metal and enamel device that is 13/16 of an inch in height overall, consisting of a blue (ultramarine), enamel background, arched at the top and bearing a five-pointed gold star, the field bordered by a band of gold rays (each beveled), in the base two, white, enamel mountain peaks (one on each side), in the center issuing from

the base the crest of a totem pole consisting of an eagle's head in proper colors facing to the right. The device is shown in Figure 2.

**Symbolism:** The single star on the blue background stands for the North Star, which also appears on the Alaska State flag. The gold rays forming an archway symbolize the mission of the United States Army Alaska as the first line of defense in North America and also alludes to the Northern Lights. The totem pole and the snow-covered peaks are symbolic of Alaska. The American eagle as depicted by the Alaskan Indian with penetrating eyesight and exceptional hearing alludes to the alertness and protection offered by the United States Army Alaska.

#### **4.8 Fort Richardson History**

Fort Richardson was named for the military pioneer explorer, Brigadier General Wilds P. Richardson, who served three tours of duty in the rugged Alaska territory between 1897 and 1917. Richardson, a native Texan and an 1884 West Point graduate, commanded troops along the Yukon River and supervised construction of Fort Egbert near Eagle, and Fort William H. Seward (Chilkoot Barracks) near Haines.

As head of the War Department's Alaska Road Commission during 1905-1917, he was responsible for much of the surveying and building of early railroads, roads, and bridges that helped the state's settlement and growth. The Valdez-Fairbanks Trail, surveyed under his direction in 1904, was named the Richardson Highway in his honor.

Fort Richardson was built during 1940-1941 on the site of what is now Elmendorf Air Force Base. Established as the headquarters of the United States Army, Alaska (USARAL) in 1947, the post moved to its present location five miles north of Anchorage in 1950. The post then had barracks for 500 Soldiers, a rifle range, a few warehouses, a hospital and bachelor officer quarters.

In December 2005, the 2005 Base Realignment and Closure (BRAC) act was passed into law. The 2005 BRAC law announced formation of 12 joint bases by 2011, one of which was realignment of Ft Richardson with Elmendorf Air Force Base to form Joint Base Elmendorf Richardson (JBER) with the Air Force taking the lead.

JBER is now home to the headquarters for United States Army Alaska, a subordinate unit of United States Army Pacific (USARPAC).

A full range of Family and Soldier support facilities common to any small community are found on base, ranging from a Shoppette to childcare and recreational facilities. The base has small but modern Army dental and medical clinics, and receives major medical

services from the 673rd Medical Group hospital. The Joint Military Mall provides Post Exchange and Commissary services.

The base hosts the Alaska National Guard, with facilities at Camp Carroll and Camp Denali. JBER also hosts several non-military activities to include the Fort Richardson National Cemetery. Nearby mountain ranges offer Soldiers the opportunity to learn mountain/glacier warfare and rescue techniques.

#### **4.9 Fort Wainwright History**

Many political and military leaders advocated building military bases in Alaska several years prior to World War II. Finally, when war threatened in 1939, Congress granted \$4 million to construct an Army cold-weather experimental station at Fairbanks.

The purpose of the station, named Ladd Field, was to test aircraft operations in arctic conditions. However, when war broke out with Japan in late 1941, Ladd Field became a critical link in the Alaska-Siberia Lend Lease route. From 1942 until the fall of 1945, American crews flew almost 8,000 aircraft to Ladd Field, where the planes were turned over to Soviet aircrews for the continued flight to the East. The planes were eventually used by the Soviets against Germany.

Eielson Air Force Base was built shortly after the Army Air Corps separated from the Army and became the US Air Force by act of Congress in 1947. At that time, Ladd Field was also under Air Force control. Eielson today is home to the 354th Fighter Wing, which supports USARAK with close air support, theater airlift, reconnaissance missions and weather analysis.

On January 1, 1961, the Army assumed control of Ladd Field and renamed the installation Fort Wainwright, after General Jonathan M. Wainwright. General Wainwright and his men conducted a gallant defense of the Bataan Peninsula and Corregidor Island in the Philippines during the early months of World War II.

Fort Wainwright has been home to several units, including the 171st Infantry Brigade (Mechanized), a Nike-Hercules Battalion, the 172nd Infantry Brigade, and the 6th Infantry Division (Light). The 6th ID (L) was inactivated in July 1994 and replaced by the US Army Alaska, with headquarters moving to Fort Richardson. Fort Wainwright is currently the home of the 1st Stryker Brigade Combat Team, 25th Infantry Division, USARAK Aviation Task Force and other supporting units.

## **5 Army Uniform Wear and Appearance**

### **5.1 Uniform Appearance**

Your uniform identifies you as a member of the United States Army and United States Army Alaska (USARAK). This is a proud organization; we wear our uniform with pride.



Therefore, a neat and well-groomed appearance by Soldiers is fundamental and contributes to building the pride and esprit de corps essential to an effective military force. It is the duty of all Soldiers to take pride in their appearance at all times. Commanders are responsible at all levels to ensure that military personnel under their Command present a neat and Soldierly appearance. AR 670-1 prescribes all the regulatory guidelines for uniform wear and items for wear. The winter garrison uniform will be worn from 15 October to 15 April or outside this window if the temperature falls to 32° F and below.

## **5.2 Duty Uniform**

Unit commanders may specify the uniform and packing lists as appropriate to the mission, tasking, or detail based on weather conditions. Where modifications are deemed necessary for the safety of the Soldier, all leaders will ensure that all Soldiers are in the same appropriate uniform.

(1) The Army Combat Uniform (ACU) in the Universal Camouflage Pattern (UCP), Flame Resistant Army Combat Uniform in Operation Enduring Freedom Camouflage Pattern, or the Army Combat Uniform in Operational Camouflage Pattern is the normal duty uniform. Commanders may specify the uniform of the day, maintaining uniformity.

(2) Starching the ACU, Flame Resistant Army Combat Uniform in Operation Enduring Freedom Camouflage Pattern, or the Army Combat Uniform in Operational Camouflage Pattern is not authorized. The utility uniforms are designed to fit loosely; alterations to make them form fitting are not authorized. Keep uniforms free of holes and tears. Keep all Velcro, buttons, and zippers secured.

(3) All Soldiers will wear the Moisture Wicking T-shirt (TAN) with the ACU, Flame Resistant Army Combat Uniform in Operation Enduring Freedom Camouflage Pattern, or the Army Combat Uniform in Operational Camouflage Pattern. The Tan 499 T-shirt will only be worn with the Flame Resistant Army Combat Uniform in Operation Enduring Freedom Camouflage Pattern, or the Army Combat Uniform in Operational Camouflage Pattern.

(4) The patrol cap will be worn by all USARAK non-airborne personnel as the daily duty head gear. The ACU cap will not be worn when the temperature falls to 32° F or below. The ACU cap is authorized for wear by airborne personnel during field duty and work details, to include motor pools and airborne operations.

(5) The black beret is an organizational issue item to be worn with the Army Service uniform. The black beret will be worn on occasions determined by the unit commander while in ACUs, Flame Resistant Army Combat Uniform in Operation Enduring Freedom Camouflage Pattern, or the Army Combat Uniform in Operational Camouflage Pattern. The authorized color of the beret worn by Soldiers assigned to USARAK is black, other than those assigned to an airborne unit.

(6) The Maroon Beret will be worn by all Soldiers assigned to airborne units and will be worn with the ASUs, ACUs, Flame Resistant Army Combat Uniform in Operation Enduring Freedom Camouflage Pattern, or the Army Combat Uniform in Operational Camouflage Pattern while in garrison. The ACU cap is authorized for wear by airborne personnel during field duty and work details, to include motor pools and airborne operations. Flag detail will remain in patrol cap.



Now

Today to 30 June 2015	
Uniform Name	Army Combat Uniform in Universal Camouflage Pattern
Camouflage Pattern	Universal Camouflage Pattern (UCP)
Headgear Camouflage Pattern	Universal Camouflage Pattern (UCP)
T-shirt Color	Sand
Belt Color	Sand
Boots Color	Sand
OCIE Camouflage Pattern	Universal Camouflage Pattern (UCP)

# Army Combat Uniform Summary of Changes

		1 July 2015 to 30 September 2019		
During Transition	Uniform Name	Army Combat Uniform in Universal Camouflage Pattern	Flame Resistant Army Combat Uniform in Operation Enduring Freedom Camouflage Pattern	Army Combat Uniform in Operational Camouflage Pattern
	Camouflage Pattern	Universal Camouflage Pattern (UCP)	Operation Enduring Freedom Camouflage Pattern	Operational Camouflage Pattern
	Headgear Camouflage Pattern	Universal Camouflage Pattern (UCP)	Operation Enduring Freedom Camouflage Pattern	Operational Camouflage Pattern
	T-shirt Color	Sand	Sand or Tan 499	Sand or Tan 499
	Belt Color	Sand	Sand or Tan 499	Sand or Tan 499
	Boots Color	Sand	Sand or Coyote Brown	Sand or Coyote Brown
	OCIE Camouflage Pattern	Universal Camouflage Pattern (UCP)	Universal Camouflage Pattern, Operation Enduring Freedom Camouflage Pattern, or Operational Camouflage Pattern; however, All components of OCIE ensembles will be of the same camouflage pattern	
		During Transition		

*1 July 2015 to 30 September 2019 is the uniform transition period. In this window, Soldiers will wear combinations of the three uniforms above, as indicated, until the mandatory possession date of 1 October 2019 when the entire Army will be in the Operational Camouflage Pattern Army Combat Uniform.*



NLT 1 Oct 19

1 October 2019 to TBD	
Uniform Name	Army Combat Uniform in Operational Camouflage Pattern
Camouflage Pattern	Operational Camouflage Pattern
Headgear Camouflage Pattern	Operational Camouflage Pattern
T-shirt Color	Tan 499
Belt Color	Tan 499
Boots Color	Coyote Brown
OCIE Camouflage Pattern	Operational Camouflage Pattern



# Universal Camouflage Pattern (UCP) Army Combat Uniform (ACU)

- UCP: Soldiers are currently authorized to wear the Universal Camouflage Pattern ACU. The wear-out date for the UCP ACU is 30 SEP 2019.

▪ Sand T-shirt color:  
For reference

▪ Sand belt color:  
For reference

▪ Tan boot color:  
For reference



**NOTE: Soldiers are not authorized to wear the Tan 499 T-shirt, Tan 499 belt, or the Coyote Brown boots with the Universal Camouflage Pattern.**

# Operation Enduring Freedom Camouflage Pattern (OEF-CP) Flame Resistant Army Combat Uniform (ACU)

- (OEF-CP): This pattern has been issued in Theater to Soldiers since 2010. Soldiers are authorized to wear the Operation Enduring Freedom Camouflage Pattern Flame Resistant ACU in garrison effective 1 July 2015.\*
- Soldiers are authorized to wear the sand or the Tan 499 T-shirt, sand or Tan 499 belt, and tan or Coyote Brown boots during the transition period which ends 30 SEP 2019.
- Tan 499 T-shirt color:  
Available starting July 2015.
- Tan 499 belt color:  
Available starting July 2015.
- Coyote Brown boot color:  
Available starting August 2015.



\*Previously granted exceptions to policy for wear of the OEF-CP flame resistant uniform outside of combat areas of operations remain in effect.

**NOTE: Soldiers may wear OEF-CP or Operational Camouflage Pattern headgear with both OEF-CP Flame Resistant Army Combat Uniform and Operational Camouflage Pattern Army Combat Uniform.**

# Operational Camouflage Pattern Army Combat Uniform (ACU)

- Soldiers are authorized to wear the Operational Camouflage Pattern ACU starting 1 July 2015. Sales will begin July 2015. Centralized issue for incoming Soldiers will begin January 2016 (2QFY16). Mandatory possession date is 1 October 2019.
- Soldiers are authorized to wear the sand or the Tan 499 T-shirt, sand or Tan 499 belt, and tan or Coyote Brown boots during the transition period which ends 30 SEP 2019.
- Tan 499 T-shirt color: Available starting July 2015.
- Tan 499 belt color: Available starting July 2015.
- Coyote Brown boot color: Available starting August 2015.



**NOTE: Soldiers may wear OEF-CP or Operational Camouflage Pattern headgear with both OEF-CP Flame Resistant Army Combat Uniform and Operational Camouflage Pattern Army Combat Uniform.**

(6) When temperatures fall to 32° F or below, all USARAK Soldiers will wear the Polartec fleece cap. When the temperature drops below 10° the balaclava will be worn.

The Balaclava will be on hand while wearing IPFU/APFU, ACUs or ECWCS during winter months.

(7) Two identification tags will be worn at all times during daily activities, around the neck, beneath the T-shirt on long and short chains (except when safety considerations apply).

(8) All sewn on items (to include insignia of rank on ACU Cap/ACH Cover) will be sewn by machine, not hand sewn

(9) Subdued items (pin-on insignia of rank, specialty/combat badges, and belt buckles) are kept subdued (black). Proper placement will be IAW AR 670-1.

(10) The ACU coat will have United States Army and name tapes above pockets, insignia of rank worn as specified in DA PAM 670-1, and the US Flag worn on the right shoulder (cloth color Flag in Garrison and infrared subdued plastic Flag in the field or deployment). Soldiers wearing ACUs will only use Velcro US flag and unit shoulder patches. All Soldiers will wear their unit shoulder patch of their command as authorized per official unit orders. Pin-on or sew on specialty badges/combat badges are authorized for wear with the ACU. Soldiers are not authorized to mix sew-on badges with pin-on badges. When Soldiers sew on badges, the US Army tape, name tape, and grade insignia must also be sewn on.

### **5.3 Boots:**

**a. From 16 April to 14 October the following boots are authorized:**

- Army Combat Boot (Hot Weather) NSN series 8430-01-514-4935
- Army Combat Boot (Temperate Weather) NSN series 8430-01-516-1506
- Commercially available boots that meet requirements listed in DA PAM 670-1

**b. From 15 October to 15 April, or when the weather drops below 32 degrees,** the individual issued or approved cold weather boots will be the footwear. These include:

- Intermediate Cold-Wet Boot (ICWB) with removable liner – tan NSN series 8430-01-5274
- Extreme Cold Weather Boot (ECWB) NSN series 8430-00-655-5535
- Commercially available cold weather boots that meet requirements listed in DA PAM 670-1

**c. Traction devices** (black in color) are authorized for wear on boots, and will be worn during ice conditions.

Examples of some authorized and unauthorized non-issue boots are pictured on pages 12, 13, and 14. These boots are not approved for use from 15 October to 15 April or when the temperature is below 32° F unless they are specifically designed for cold weather use.

# Examples of Unauthorized boots



Nike SFB – synthetic leather



Rocky C4T – synthetic suede



New Balance OTB – synthetic suede



Danner Tachyon – synthetic upper



Bates Tactical Sport Desert – Wolverine Warrior leather



Tactical Research Flyweight Boots - micro suede



Bates Zero Mass Desert – Wolverine Warrior



Bates GX-8 Desert Composite – Wolverine Warrior leather & zipper



Under Armour Alegent - synthetic



Under Armour Valsetz – 7 inch, synthetic



McRae Temperate Ultra Lightweight – synthetic suede

This is not an all inclusive listing. These are boots known to be outside of regulatory guidance. Any boots that do not meet the criteria on the previous slide remain unauthorized to be worn by U.S. Army Soldiers IAW DA PAM 670-1.

# Examples of Authorized boots





# Examples of Authorized boots



#### 5.4 Winter Uniform.

The winter uniform will be worn from **15 October to 15 April** or outside this window if the temperature falls to 32° F or below. This uniform is based on the Extended Cold Weather Clothing System (ECWCS), Generation II or Generation III and consists of the following. For additional information on the ECWCS clothing system refer to the NWTC website. Deviations may be made by the unit 1SG or higher

<http://www.wainwright.army.mil/nwtc/alit.htm> .

(1) In addition to the ACU, at a minimum all USARAK Soldiers will wear the balaclava or black Polartec fleece cap, Generation II GORE-TEX® parka or Generation III ECWCS Level 3 (cold and dry conditions only), 5, 6, or 7 jacket (ECWCS Level 3 and 7 jackets will not be worn as outer garments in garrison), Army issued or approved gloves, and issued or approved cold weather boots.

(2) Generation II and III ECWCS are designed as a system of three basic layers.

(a) **Base Layer** – The base layer(s) are those adjacent to your body. They should be comfortably loose. The main purpose of these garments is to wick excess moisture away from your body.

(b) **Insulation Layer** – The insulation layer(s) are the intermediate layer(s). Insulation layers provide volume to enable you to trap warm air between your body and the outer garments. This layer also wicks moisture away from the body. These layers should be

comfortably loose to trap a sufficient volume of air.

(c) **Outer Shell Layer** – The outer shell layer(s) are the external layers that protect you from the elements in your environment. A main function is to keep you dry. In addition, they provide additional volume for trapping warm air. These layers should also be comfortably loose.

(3) Generation II ECWCS clothing items.

(a) Base Layer. Poly-propylene undershirt and drawers.

(b) Insulation Layer. Black Fleece Jacket and Overalls. The black fleece jacket will NOT be worn as an outer garment.

(c) GORE-TEX® Jacket and trousers.

(4) Generation III ECWCS (aka the Seven Layer System) clothing items and definitions. This system has seven levels designed to be used in different combinations based upon varying environmental conditions. Detailed description is at the bottom of the following figures.



(a) **Level 1:** Light-weight Cold Weather Undershirt and Drawers. Use as a base layer next to skin. Silk-weight material is designed to transfer moisture from the skin to the outside of fabric where it spreads rapidly for quicker evaporation.



(b) **Level 2:** Mid-weight Cold Weather Shirt and Drawers. Use as a base layer next to skin or over Level 1 for added insulation and to aid in the transfer of moisture. Level 2 is designed to provide light insulation for use in mild climates, as well as, an additional layer for cold climates.



(c) **Level 3:** Fleece Jacket. The primary insulation layer for use in moderate to cold climates. The green fleece jacket is authorized to be worn as an outer garment during moderate dry cold weather in the field when designated as the uniform of the day down to Company level. **This item will not be worn as an outer garment in garrison**



(d) **Level 4:** Wind Cold Weather Jacket. A lightweight outer shell layer made of a windproof and water repellent material. **This layer will not be worn as an outer layer of the Winter Garrison Uniform.**



(e) **Level 5:** Soft Shell Cold Weather Jacket and Trousers. Wear as the outer shell layer when the average temperature is above 10° F. This is an authorized garrison outer garment.



(f) **Level 6:** Extreme Cold/Wet Weather Jacket and Trousers. Wear as the outer shell layer when the average temperature is below 10° F. This is an authorized garrison outer garment.



(g) **Level 7: Extreme Cold Weather Parka and Trousers:** Wear as the outer shell layer in extreme cold dry conditions. Level 7 is meant for static activities. **This is not an authorized garrison outer garment.**

(5) M1950 Suspenders should be worn with trousers

(6) Neck gaiter is authorized for wear.

(7) Scarf, olive green is authorized for wear.

(8) Soldiers may remove their outer shell while in USARAK installation dining facilities and eat in their insulation or base layers.

(9) Soldiers will wear Army issued or approved gloves. During winter months, Soldiers will have their trigger finger mittens or arctic mittens on hand.

### **5.5 Food Services Uniform**

At the discretion of unit commanders, duty uniforms for food service personnel assigned to and performing duty in JBER and FWA dining facilities will be as follows:

(1) The Dining Facility Manager (NCOIC) responsible for the dining facility (one per facility) will wear the distinctive black and white food service uniform, bloused trousers, and the respective JBER or FWA dining facility black ball cap.

(2) All other food service personnel will wear the white food handler's uniform with non-subdued pin-on insignia of grade and black nameplate, US pin-on parachutist badge and background, if authorized, black belt with open-faced buckle, combat boots, distinctive dining facility black ball cap and the food handler's apron. Trousers will be bloused and shirt will be worn out.

(3) When outside the dining facility, all food service Soldiers will wear the beret.

### **5.6 Other Authorized Uniforms**

These are prescribed in AR/DA PAM 670-1. The following paragraphs summarize portions of the regulation.

(1) The Army Service Uniform, Class A, B (Service) and C (duty-ACU) uniforms are authorized for year-round wear. Female Soldiers are authorized to carry an approved handbag while in garrison only. Commanders will specify the uniform of the day, appropriate to activities and weather conditions. All Soldiers will maintain uniformity with other Soldiers of their immediate unit. For special occasions, ceremonies, and inspections, commanders may require all Soldiers under their command to wear the same uniform.

(2) Only Soldiers assigned to airborne units may blouse their slacks and trousers of the service uniform with black Jump boots.

(3) White T-shirts will be worn with the service, dress, mess, hospital, and food-service uniforms.

(4) Coverall and Armored Crewmen NOMEX are authorized for wear where maintenance duties are performed. Armored Crewman NOMEX uniforms will only be worn when performing crew duties.

### **5.7 Mixed Uniforms**

Wearing a combination of civilian and military clothing, while in uniform is prohibited, unless as prescribed in AR/DA PAM 670-1 or authorization documents approved by HQDA.

(1) The use of ECWCS items may be used off duty during recreational activities such as skiing, snowshoeing, Etc. When wearing ECWCS for these activities, Soldiers must remove all affiliating items from the uniforms such as US Army tape, and unit patches.

(2) Mixing the IPFU/APFU with civilian attire is not authorized on or off any military installation within USARAK.

### **5.8 Army / Improved Physical Fitness Uniform (APFU & IPFU)**

The IPFU/APFU must be clean, serviceable and worn correctly at all times. (IAW CG policy Letter #0-14 Cold Weather Physical Training Policy) The uniform consists of:

(1) IPFU/APFU T-shirts (long and short) will be tucked in at all times. Soldiers who are pregnant and are eligible to wear the maternity uniform may wear the T-shirt out.

(2) IPFU/APFU black shorts with Army logo.

(3) Commercially purchased running shoes.

(4) White, calf or ankle-length socks. White socks must cover the entire ankle bone without colored bands, markings or logos as per DA PAM 670-1.

(5) Optional knee-length or higher Spandex shorts (or equivalent) black or gray in color without logos.

(6) The IPFU gray and black or APFU black and gold jacket, and black pants.

(7) The issued balaclava or black Polartec fleece cap may be the prescribed headgear. The neck gaiter is also authorized for wear with the IPFU/APFU. During winter months Soldiers will have the Balaclava on hand.

(8) Army issued or approved gloves, trigger finger mittens with inserts or arctic mittens may be the prescribed hand wear provided the entire formation is in the same uniform. Trigger finger mittens or arctic mittens will be on hand during winter months.



(9) Black slip-on traction devices will be worn on running shoes when the running routes are icy. Unit leaders will ensure their Soldiers have traction devices.

(10) If the Soldier wears cold weather base or insulation layers, they must be concealed from view.

(11) The IPFU/APFU is not authorized for wear off the installation unless in transit from place of residence or conducting physical fitness.

(12) The IPFU/APFU can be designated as a duty uniform, outside of PRT hours, by the unit commander. The IPFU/APFU may be worn in the Shoppette during duty days between the hours of 0530-0900. The IPFU/APFU will not be worn inside of installation facilities (examples: commissary, PX and food service locations.) The IPFU/APFU, if clean and serviceable, may be worn in the DFAC until 0900. The IPFU/APFU may be worn to on-post medical facilities when required for treatment. The IPFU/APFU may also be worn in physical fitness facilities.



**Figure 3: Army Physical Fitness Uniform**

(13) All Soldiers will wear a reflective safety belt. Officers will wear the color blue (8465-NT-888-3603), Non-Commissioned Officers will wear the color gold (8465-NT-888-3606), and junior enlisted Soldiers will wear the color lime yellow (8465-NT-888-3604). Road guards may wear the orange full torso reflective vest. The belt will be worn around the waist when wearing IPFU/APFU shorts and shirt, and from the right shoulder to the left hip when wearing the IPFU/APFU jacket. The belt or vest must be visible from the front and rear and unobstructed (not concealed) by clothing or equipment. Soldiers do not need to wear the reflective belt or vest when conducting physical fitness inside or at the physical fitness center.

(14) IPFU/APFU will not be worn when operating military vehicles.

(15) Soldiers will not wear headphones while wearing the IPFU/APFU at any time, to include conducting PRT in a physical fitness center or other indoor facilities.

(16) Commanders may authorize the wear of unit PRT t-shirts, but should utilize this for promoting Esprit de Corps events such as Payday Activity unit runs, CO/BN/BDE level fun runs, or post-wide celebration events (not including the Annual Army Birthday Run). Individual Soldiers conducting PRT will not wear unit PRT t-shirts.

## **5.9 Field Uniforms**

Due to diverse climatic conditions, as well as, unique mission requirements, major subordinate commanders will specify the uniform for field exercises in both summer and winter. Additional TTPs can be found at the NWTC website <http://www.wainwright.army.mil/nwtc/alit.htm> and in USARAK Pamphlet 385-4, Risk Management for Cold Weather Operations.

(1) All personnel conducting training in field training areas and impact areas will wear the Advanced Combat Helmet (ACH), body armor, knee pads, eye protection, hearing protection (on hand), gloves and Modular Lightweight Load-carrying Equipment MOLLE (if pouches attached) and a water source. Soldiers operating or riding in any tactical vehicle will wear an ACH and fastened seat belts during operation.

(2) The neck gaiter may be worn with field uniforms as a neck warmer or balaclava/mask.

(3) The ACH is worn with the chinstrap fastened. Soldier's last name will be printed in block letters left of center (off set of NOD mount) on the camouflage band in front. The camouflage band will also have two, 1 inch by 3/8-inch pieces of florescent tape (cat-eyes) sewn centered on the back 1½ inches apart. Commanders may prescribe additions to this uniform as mission or training dictates.

(4) The unit commander will determine when skin camouflage is worn. For example, skin camouflage does not need to be worn during weapons qualification if the only purpose of being in the field is for qualification and return to garrison. Do not wear skin camouflage when temperatures are below 32 degrees Fahrenheit. Camouflage will not be worn with the beret, and must be removed prior to visiting on and off post facilities. No weapons of any kind will be allowed in the Shoppette.

(5) Soldiers travelling or training (including airborne operations) during the winter months (15 October through 15 April) will have the arctic winter survival packing list consisting of at least: sleeping bag, GEN II or GEN III wet weather and cold weather parka and trousers, gloves and mittens, GEN II or GEN III mid-weight top and bottom, and cold weather boots.

(6) Hydration systems (ACU in color) are authorized only in the following situations: In a field environment, in high heat areas, or on work details. Soldiers will not carry hydration systems in a garrison environment unless the commander has authorized it for the situations described above. Soldiers will not let the drinking tube hang from their mouth when the device is not in use.

(7) The balaclava, Polartec fleece cap and neck gaiter are the only authorized cold weather items for wear beneath the ballistic helmet or ACH under field conditions. The balaclava or Polartec fleece cap may be worn in the TOC, motor pool or on the flight line.

(8) Unit commanders may authorize the wear of a dust mask/scarf while in vehicles moving where dust conditions exist. They will not be worn around the neck or attached to the uniform when the Soldier is dismounted from the vehicle

### **5.10 Jewelry**

Soldiers may wear a wristwatch, a wrist identification bracelet, and a total of two rings (a wedding set is considered one ring) with Army uniforms, unless prohibited by the commander for safety or health reasons. Soldiers may also wear one activity tracker, pedometer, or heart rate monitor. Any jewelry or monitors worn by Soldiers while in uniform or in civilian clothes on duty must be conservative. Identification bracelets are limited to the following: medical alert bracelets, missing in action, prisoner of war, or killed in action (black or silver in color only) bracelets. Soldiers are only authorized to wear one item on each wrist while in uniform, or in civilian clothes on duty.

No jewelry, other than that described above can appear exposed while in uniform, or in civilian clothes on duty. Pens and/or pencils worn in the pen/pencil slots on the combat uniform coat may be exposed. There are no stipulations on the colors of pens and/or pencils worn in the slots on the combat uniform coat while wearing the uniform. Watch chains or similar items cannot appear exposed. The only other authorized exceptions are

religious items described in DA Pam 670–1 and AR 600–20; a conservative tie tack or tie clasp that male Soldiers may wear with necktie; and a pen or pencil that may appear exposed on the hospital duty, food service, combat vehicle crewman, or flight uniforms.

Ankle bracelets, toe rings, necklaces (other than those described in AR 600–20), faddish (trendy) devices, medallions, amulets, and personal talismans or icons are not authorized for wear while in uniform or in civilian clothes on duty.

The use of gold caps, platinum caps, or caps of any unnatural color or texture (permanent or removable) for purposes of dental ornamentation is prohibited. Teeth, whether natural, capped, or veneered, will not be decorated with designs, jewels, initials, or similar ornamentation. Unnatural shaping of teeth for nonmedical reasons is prohibited. Commanders may consider waivers for permanent caps that were applied prior to the effective date of this regulation. Such waivers must be approved by the first O–5 commander in the chain of command and documented in an official memorandum, which must be uploaded to the Soldier’s AMHRR. A picture of the permanent caps must be appended as an enclosure to the memorandum.

### **5.11 Tattoos, Branding, and Body Piercing**

The following types of tattoos or brands are prejudicial to good order and discipline and are, therefore, prohibited anywhere on a Soldier’s body:

(1) Extremist. Extremist tattoos or brands are those affiliated with, depicting, or symbolizing extremist philosophies, organizations, or activities. Extremist philosophies, organizations, and activities are those which advocate racial, gender, or ethnic hatred or intolerance; advocate, create, or engage in illegal discrimination based on race, color, gender, ethnicity, religion, or national origin; or advocate violence or other unlawful means of depriving individual rights under the U.S. Constitution, and Federal or State law (see AR 600–20).

(2) Indecent. Indecent tattoos or brands are those that are grossly offensive to modesty, decency, propriety, or professionalism.

(3) Sexist. Sexist tattoos or brands are those that advocate a philosophy that degrades or demeans a person based on gender.

(4) Racist. Racist tattoos or brands are those that advocate a philosophy that degrades or demeans a person based on race, ethnicity, or national origin.

**Tattoos or brands**, regardless of subject matter, are prohibited on certain areas of the body as follows:

(1) Soldiers are prohibited from having tattoos or brands on the head, face (except for permanent makeup), neck (anything above the t-shirt neck line to include on/inside the eyelids, mouth, and ears), hands, or fingers.

(2) Tattoos will not be visible while wearing the Army Service Uniform.

### **Body piercing:**

IAW AR 670-1, Para 3-4(c), Attaching, affixing or displaying objects, articles, jewelry, or ornamentation to, through, or under their skin, tongue, or any other body part is prohibited (this includes earrings for male Soldiers). This applies to all Soldiers on or off duty. The only exception is for female Soldiers, who may wear earrings as stated below. (The term "skin" is not confined to external skin but includes the tongue, lips, inside the mouth, and other surfaces of the body not readily visible.) Females are authorized to wear earrings with the service, dress, and mess uniforms.

(1) Earrings may be screw-on, clip-on, or post-type earrings in gold, silver, white pearl, or diamond. The earrings will not exceed 6 mm or 1/4 inch in diameter, and they must be unadorned and spherical. When worn, the earrings will fit snugly against the ear. Females may wear earrings only as a matched pair, with only one earring per ear lobe.

(2) Females are not authorized to wear earrings with any Class C uniform (combat, utility, hospital duty, food service, physical fitness, field, or organizational).

(3) When in civilian clothes on duty, female Soldiers must comply with the specifications listed in paragraph (1), above, when wearing earrings, unless otherwise authorized by the commander. When females are off duty, there are no restrictions on wearing earrings so long as the earrings do not create or support ear gauging (enlarged holes in the lobe of the ear, greater than 1.6mm).

### **5.12 Body Mutilation**

Soldiers are prohibited from willful mutilation of the body or any body parts in any manner. Examples include, but are not limited to, tongue bifurcation (splitting of the tongue) or ear gauging (enlarged holes in the lobe of the ear, which are greater than 1.6mm).

### **5.13 Off-Duty Appearance and Wear of Uniforms off the Installation**

(1) In general the professional atmosphere and high standards of appearance maintained by uniformed military personnel in USARAK should carry over into the selection of civilian attire. All personnel are reminded of the responsibility to maintain a high standard of dress and appearance. Wear of appropriate attire avoids public embarrassment and promotes a sense of community. It also assists in the orderly accomplishment of the installation's mission and fosters loyalty, discipline, and morale of troops.

(2) Articles of civilian apparel which include, but are not limited to t-shirts or hats which depict drugs or drug paraphernalia, obscene, slanderous or vulgar words are not authorized for wear either on or off the installation. Drawings on clothing that make negative or derogatory comments concerning the United States government are also not authorized. Wearing articles of civilian apparel in a fashion as to expose articles of undergarments is also not authorized. Wearing of earrings (on/off duty) by male Soldiers is also not authorized as per AR 670-1, chapter 3, paragraph 3-4, 'Wear of Jewelry'.

(3) Wear of the ACU in all on-post facilities (theatres, post exchanges, and service clubs) is authorized at all times as long as the uniform presents a neat, military appearance. Consuming alcohol while in uniform at on-post service clubs is authorized after duty hours only (1700 hours), and Soldiers should use 2000 hours as the NLT time when in ACUs.

(4) The ACU is authorized for wear off the installation between 0500 and 1900 on normal duty days or when official duty is required (staff duty officer, staff duty noncommissioned officer, Unit Courtesy Patrols, etc.) with the following stipulations:

(a) Ensure that the uniform is complete, clean, neat and presentable.

(b) Personnel returning from field operations/maneuvers travel directly home. You may only stop for essential items (bread, milk, gas, emergency auto repair items). Any uniform item worn during field or other activities presenting a soiled appearance will not be worn to the mall, shopping or other place of business except to get essential items before individual recovery.

(c) The ACU will not be worn in off-post bars or clubs. Exercise good judgment and do not wear ACUs in establishments with "coat and tie" dress requirements.

(e) Soldiers are authorized to wear TA-50 with civilian clothes. Examples include GEN II or GEN III cold weather parka and Trousers, balaclava, arctic mittens, trigger finger mittens, Polartec fleece, wet weather parka and trousers, GEN II or GEN III insulation layers, VB boots. This authorization is intended for newly assigned Soldiers in USARAK with limited winter clothing.

## **6 Military Equipment**

### **6.1 Storing and Transporting Common Table of Allowances**

Soldiers will not store any item of (CTA) 50-900 Equipment -CTA-50 in a privately owned vehicle (POV) for extended periods of time. When transporting CTA 50 in a POV place it in the trunk or otherwise hidden from view when not in positive control.

## **6.2 Transporting Sensitive Items**

Soldiers are not authorized to store or transport weapons, night vision devices, radios, or any other sensitive items in POVs.

## **7 Soldier Readiness and Training Issues**

### **7.1 Soldier Readiness**

All Soldiers are expected to be ready to deploy with little advance notice. To meet this demand, all Soldiers must keep the following items current at all times:

(1) Your Common Access Card (CAC) must be correct and serviceable at all times. Report lost or damaged CAC cards to your chain of command.

(2) Identification tags must be correct and worn at all times while in uniform. Allergy warning tags and Army values tags are the only items authorized for wear on the identification tag chains. Identification tags will be worn at all times while outside the continental United States.

(3) Update emergency data records as soon as a change occurs. The most common causes of change are marriage, divorce, and birth of children, Exceptional Family Member, relocation of Family members, and changes in beneficiaries or their addresses. Report all changes to your personnel and administration center immediately. EFMP data must be updated a minimum of every three years. Ensure that your Family members are command sponsored as soon as you arrive to avoid problems during deployments and OCONUS benefits of AER.

(4) Wills and powers of attorney should be kept current and correct. If you want to create or change a will or power of attorney, contact the legal assistance office at your post.

(5) AR 600-20, paragraph 5-10 establishes the requirement for Family readiness groups. Ensure your Family members are aware of your unit's Family readiness group. These groups provide vital support and services to Family members when Soldiers are deployed.

(6) Dental readiness is your responsibility. Soldiers are required to have annual dental checks to stay deployable. Any dental condition likely to cause a dental emergency (Category 3 and 4) must be treated to make the Soldier deployable. For more information contact your chain of command.

### **7.2 Physical Fitness**

Physical readiness is critical to the successful accomplishment of USARAK's mission. It is as important as proficiency in military skills, tactical and technical training, and material readiness. Every Soldier assigned to USARAK must be fit to fight. The USARAK APFT goal is 270 points. Consequently, every Soldier will do physical training a minimum of five

times per week. The USARAK standard is to run four miles in 36 minutes. USARAK PRT hours are from 0630-0745 Monday thru Friday. Soldiers will not smoke in unit areas during PRT hours or while conducting PRT. Only Soldiers at the ranks of Sergeant Major, CW4, and Lieutenant Colonel and above are authorized to conduct physical training on their own for the purpose of circulating their unit areas to inspect the conduct of PRT. All other Soldiers will conduct physical training as part of a unit including Soldiers with profiles IAW Soldiers profile. The PFC is not off limits during PRT hours; however, it is highly encouraged for Soldiers to conduct PRT outdoors. Use of the PFC is prioritized to supervise Soldiers either on profile or recovering. Units using the PFC during PRT hours will do so as a unit no smaller than a squad and it will be organized and led by a leader. Organized sports of any kind are not authorized during PRT hours.

### **7.3 The Army Body Composition Program**

USARAK runs an active weight control program (Army Regulation 600-9). Soldiers are weighed in summer PT uniform (without shoes) while in-processing and evaluated by their commander each time they take the APFT or at least once every six months. Soldiers who exceed their maximum screening weight or appear overweight will have their body fat calculated. Soldiers who exceed their maximum percentage of body fat allowance are placed on the weight control program. The weight control program consists of the following elements:

- (1) Participation in the program for a minimum of 30 days.
- (2) Suspension of favorable personnel actions (FLAG).
- (3) Dietary counseling.
- (4) Health education session/medical evaluation.
- (5) Participation in an aerobic activity a minimum of three times per week.
- (6) Any Soldier failing to make satisfactory progress after six months, or two consecutive months without progress, of enrollment will be processed for separation or given a bar to reenlistment IAW AR 600-9, AR 635-200, and AR 601-280.

### **7.4 Leaves and Passes**

USARAK units must be capable of responding swiftly to meet contingencies ranging from war to civil disturbance to natural disaster. When you are on pass or leave, it is your responsibility to make sure that your unit knows where you are and when you will return.

- (1) Soldiers are encouraged by commanders to take periodic short leaves or leave during the unit's scheduled block leave, rather than save up a large number of days that they may not be able to use all at one time. Leaves are requested in advance according to your unit standing operating procedure and are approved by commanders using DA



Form 31 (Request and Authority for Leave). When you submit a request for leave, you are telling the commander that.

- (a) You have sufficient days accrued or are asking for advanced leave.
- (b) You have enough money to cover your cost of leave and travel.
- (c) You will return on time. (If traveling by POV, allow enough time to travel in a safe manner).
- (d) You know how to ask for an extension of leave if necessary.
- (e) You can be contacted at the leave address stated on your DA Form 31 in the event of a recall at any time.
- (f) You will carry your approved DA Form 31 and military identification card (CAC) with you at all times while on leave. Soldiers should also maintain their ID tags with them on leave.
- (g) You are expected to sign back into your unit prior to 2400 hours on the last day of your approved leave. Refer to your unit's policy for specific sign in/out guidance. Failure to return by 2400 hours on the designated last day of leave could result in you being absent without leave. The unit telephone number(s) contained on the DA Form 31 will be used to contact your unit if you cannot return by the prescribed time.
- (h) The Soldier's chain of command must approve in advance any leave (both ordinary and emergency).
- (i) For an emergency telephone number for emergency situations, contact your unit staff duty or chain of command, or you may call the USARAK Command Center in an emergency situation at (907) 384 6666.
- (j) Soldiers taking leave overseas will see their unit ATO to ensure they complete the required ATIP, as well as, receive a threat and country brief. Overseas travel requires the battalion commander's approval.

(2) Being placed in a pass status is not a Soldier's right. Passes are a privilege for deserving Soldiers as determined by commanders.

### **7.5 Absent Without Leave (AWOL)**

Absence without leave (AWOL) is a serious military offense. Soldiers not present for duty at the prescribed time and place, or who fail to return from pass or leave on time, are AWOL. AWOL adversely affects Soldiers and their unit's readiness. AWOL time (or bad

time) results in the loss of one day's pay for each day AWOL and possible UCMJ action. For each day a Soldier is AWOL, his/her ETS date is extended another day. Additionally, punishment may be imposed by the Soldier's unit through non-judicial punishment (Article 15) or trial by court-martial. Soldiers who have a personal problem that requires absence from duty should seek advice from their chain of command, which may authorize ordinary or emergency leave.

### **7.6 Pawning and Selling Organizational Clothing and Individual Equipment**

Soldiers are prohibited, regardless of location, to pawn, sell, or assist in the pawning or selling of organizational clothing and individual equipment or any other military property.

### **7.7 Private Use of Government Equipment and Vehicles**

The private personal use of government equipment and vehicles is prohibited. This includes but is not limited to using a unit motor pool and military tools to make personal car repairs or using a government vehicle for personal trips to the Post Exchange, commissary, shoppette, mini-malls, etc.

## **8 Military Courtesy**

(1) Courtesy is respect for and consideration of others. In the Army the various forms of courtesy have become customs and traditions. It is important to render these courtesies correctly.

(2) The exchange of a salute is a visible sign of good discipline and mutual respect. Saluting is an outward sign of unit pride and esprit de corps. Salutes in USARAK should be the sharpest in the United States Army. Each salute should be rendered with a greeting and response. The USARAK greeting is, "Arctic Warrior, Sir or Ma'am!" The response from the officer will be, "Arctic Tough!" Regimental greetings are also authorized. Enlisted service members will greet senior enlisted services members with the greeting of the day.

(a) Be alert especially for general officers and other senior officers' 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.

(b) When a 1SG, SGM, or CSM enters a facility, Soldiers will call "at ease".

(3) The following rules apply in most situations you are likely to face:

(a) Unit headquarters, orderly rooms, supply rooms, dayrooms, and squad rooms. The first person to sight an officer who is higher in rank than the officer present in the room should call "Attention." The senior Soldier present in the area should then report to the visiting officer (example: SGT Jones, NCOIC of the motor

pool, reports). In smaller rooms, containing one or two enlisted Soldiers, the Soldier(s) should rise and stand at the position of attention when an officer enters the room.

(b) Offices, shops, hangars, and medical treatment facilities. When an officer enters, personnel who are working do not come to attention unless the officer speaks to them.

(c) Dining facilities. The first person sighting a senior officer entering the dining facility should call "At ease!" so that their presence is known and necessary action can be taken. The Soldiers should fall silent but continue to work or eat. The senior dining facility OIC or NCOIC should report to the officer.

(d) During conversations. All Soldiers, officer or enlisted, will come to the position of attention facing a senior officer when spoken to in an official capacity. Normally the senior officer will direct "At ease" or "Carry on" if the situation merits. When an enlisted Soldier is speaking to a noncommissioned officer, the Soldier will stand at "Parade Rest" unless otherwise directed by the NCO. A subordinate should stand when spoken to by someone senior in rank, unless the superior directs otherwise. When walking with a senior Soldier, the junior officer or enlisted Soldier will walk to the senior's left side.

(e) In formation. When an officer approaches Soldiers in a formation, the person in charge calls, "Attention!" and renders a salute for the entire group. When an officer senior in rank approaches a group of individuals not in formation, the first person sighting the officer calls, "Group, Attention!" and renders a salute with the appropriate greeting. Soldiers working as part of the detail or participating in some other group activity such as athletics do not salute. The person in charge, if not actively engaged, salutes for the entire detail or a group of Soldiers.

(f) Cell phone etiquette. All cell phone usage in uniform will be done from a stationary position. Walking and talking on a cell phone is prohibited, to include the usage of ear attachments (Bluetooth headsets). Use of personal cell phones while in the DFAC should be kept to minimum or as a necessity only (MP, Staff Duty, CAO). Use of personal cell phones while in the physical fitness center is also limited to specific locations inside the physical fitness center. Guidance is posted in physical fitness centers. When you have to talk on your cell in these facilities you need to maintain military professionalism and respect the individuals around you.

(g) Smoking while walking in an Army uniform presents an unprofessional image and is prohibited. Smoking is also prohibited within 50 feet from any Government building entrance. Smoking should be done in designated smoking

areas only. Chewing tobacco or dipping in public is authorized with some restrictions. Spitting on the sidewalks or carrying a spit bottle/can with you is prohibited.

(h) Salutes will be exchanged during field training.

(i) All Soldiers, officer and enlisted, will render the necessary salute unless the act would be impractical (i.e., arms full of packages), and then the verbal greeting will be rendered.

(j) The US flag as distinguished from "Colors" is not saluted except during the ceremonies of raising and lowering the flag and when it is passing in a parade. The US Flag trimmed on three sides with golden yellow fringe is a Color and is saluted as appropriate. Do not salute the US Flag on the flagpole except during retreat and reveille.

(4) The Retreat and Reveille Ceremony. Retreat and reveille ceremonies are old military traditions. They symbolize the respect that Soldiers and citizens give to the national flag and to the country. Retreat is in two distinctive parts: the bugle call "Retreat," followed by the bugle call "To the Colors," or, if a band is available, the "National Anthem."

(a) When outside, in uniform, (not in formation) and you hear "Retreat," you should face toward the Colors, if visible. If the Colors are not visible, face towards the sound of the music and assume the position of attention. At the first note of "To the Colors" execute "Present Arms," and hold that position until the end of the music. During retreat ceremonies all vehicles in the area will stop. Military occupants will dismount the vehicle and render the proper courtesy. When in formation, the senior Soldier will bring the formation to "Parade Rest" during "Retreat," and "Present Arms" during "To the Colors." If you are in civilian attire and hear "Retreat" you will stand at the position of attention, and remove any headgear. At the first note of "To the Colors" you will place your hand over your heart and maintain that position until the completion of the music.

(b) During an inside ceremony (not in formation), military personnel will stand at "Attention" and will not "Present Arms." While participating as a member of a ceremony indoors, head gear will be worn and full honors will be presented.

## **9 Soldier Conduct – On and Off Duty**

You are sworn to uphold the Constitution and you serve the American people. They have a right to expect that you will carry out your duties and conduct yourself properly on and off duty. There are civil laws that pertain to all citizens, Soldiers included. You must, of course, obey these laws.

## **9.1 Traffic Regulations/Traffic Violations**

You must possess a valid state driver's license to operate a privately owned vehicle (POV) on post and off post (a military operator's identification card is not a valid license for operating a POV). Some states, including Alaska, require a special license or modifications to a motor vehicle license in order to operate a motorcycle. Check with Alaska Department of Motor Vehicles (DMV) at <https://www.doa.alaska.gov/dmv/> or call (907) 269-5551.

(1) Vehicle registration. To operate a motor vehicle on post you are required to have a current vehicle registration, a valid driver's license, and minimum vehicle insurance IAW Alaska State Law are required for registration.

(2) Speed limits. Unless otherwise posted, the speed limit on USARAK roads is 25 MPH. Speed limits in housing areas and school zones is 15 MPH and speed limits on approved running route roads is 15 MPH during PRT hours. The speed limit when passing troop formations is 10 MPH. Speed limits are strictly enforced by the Military Police.

(3) Playing of loud music that can be heard outside a POV at a distance of 50 feet on USARAK Installations is prohibited and is strictly enforced by the Military Police. Failure to comply may result in citations and suspension of installation driving privileges.

(4) Wear all required restraining devices (lap belts and shoulder belts when so equipped) when riding in any vehicle, on or off duty, on or off post. Failure to do so is a violation of US ARMY policy and state law and may result in suspension of installation driving privileges and may result in a traffic citation and prosecution.

(5) Cell Phones. Using cell phones while operating a POV on any USARAK installation is prohibited, this also includes texting. Soldiers are authorized to use hands-free devices (Bluetooth headsets) while operating a POV.

## **9.2 Single Enlisted Soldier Quarters Visitation Policy**

All Soldiers that reside in the barracks will follow all policies. Commanders are responsible for good order and discipline in the barracks while still maintaining a high quality of life for those Soldiers living in our barracks. Leadership presence in the barracks is required. Leadership will also visit SMs who reside in government quarters and off-post residences utilizing all policies and procedures for courtesy visits.

## **9.3 Personal Weapons Registration and Prohibited Items.**

All Soldiers and Family members are required to comply with the USARAK Regulation 190-1 which governs the use, transport, and storage of firearms. All Privately Owned Weapons (POW) that are brought onto or stored on a USARAK "post" as defined in

USARAK Regulation 190-1 or onto JBER, must be registered with the Provost Marshal Office (PMO) or at the main gates.

#### **9.4 Drugs**

It is a violation of both the Uniform Code of Military Justice (UCMJ) and Alaska state law to knowingly possess, use, and, or distribute a controlled substance.

(1) Under AR 635-200 and the UCMJ, Soldiers who wrongfully use controlled substances will be processed for separation and also may be charged under the Uniform Code of Military Justice. Although the state of Alaska has passed legislation altering its laws concerning recreational marijuana use; the possession, use, and or distribution of marijuana is still strictly prohibited under federal law and military regulations.

(2) USARAK runs an active drug and alcohol abuse program and Soldiers can expect urinalysis testing, unannounced, at least twice a year.

(3) Soldiers who use their vehicles for illegal purposes (for example to transport controlled substances) are potential high-risk drivers. Commanders should consider recommending suspension or revocation of installation driving privileges to the Garrison Commander in such circumstances.

(4) Alaska passed Ballot Initiative 502 making legal under certain circumstances the use, possession (of up to one ounce), manufacture, and sale of marijuana by adults 21 years of age or above. Despite the passage of this initiative, these activities remain illegal to US Service members. Article 112a of the Uniform Code of Military Justice (UCMJ) remains unchanged for all Service members and specifically prohibits Service members from using, possessing, manufacturing, distributing marijuana under any circumstances, in any location, at any time, regardless of state or local laws. Article 112a further prohibits the introduction of marijuana (along with other controlled substances) into an installation, vessel, vehicle, or aircraft used by or under the control of the armed forces, regardless of state and local laws to the contrary.

#### **9.5 Liquor Laws**

(1) Consumption of Alcoholic Beverages. Soldiers in uniform are not authorized to consume alcohol during duty hours. Duty hours are hours in which an individual performs his/her assigned duties. This restriction does not prohibit package sales of unopened containers to Soldiers in uniform during duty hours, nor the serving of alcoholic beverages to members of units and staff sections attending social functions that have the prior approval of the USARAK Commanding General IAW AR 600-85, paragraph 3-2. Soldiers should keep themselves physically and mentally prepared. Overindulgence in alcohol affects Soldiers' readiness, health, and possibly their career. The de-glamorization of alcohol consumption is strongly encouraged.

(2) Age Requirements. According to state laws, alcoholic beverages are not sold or served to persons under the age of 21 in facilities located in the state of Alaska on or off post. Therefore, consumption or possession of alcohol on or off post by Soldiers under the age of 21 is illegal. Soldiers 21 or over who provide alcoholic beverages to those under 21 are committing a criminal offense.

### **9.6 Liquor and Motor Vehicle Laws**

It is a violation of Alaska state law, and USARAK regulations to operate a motor vehicle with a blood alcohol content (BAC) of .08 or higher.

(1) Open Container Laws. USARAK personnel will not transport or consume alcoholic beverages in the passenger area of a motor vehicle. In accordance with Alaska law, this prohibition applies to the driver and the passengers of a motor vehicle. Personnel will not, consume, or transport open alcoholic containers. An opened alcoholic beverage is defined as a container of alcoholic beverages, in which the seal has been broken. The area of the trunk shall not be considered part of the passenger area. Alcoholic beverages may be transported in the passenger compartment of a motor vehicle in the manufacturer's unopened original container.

(2) Soldiers should be aware that current insurance rates could increase significantly when arrested and convicted of driving while impaired/intoxicated.

### **9.7 Hazing, Abuse, Bullying and Unprofessional Activities**

Adherence to the professional Army ethic and its supporting individual values create an environment conducive to personal and professional growth. Any activity that subjects a Soldier to degradation or results in Soldier abuse or bullying will not be tolerated. Examples of unacceptable activities include the slapping or pounding of any award, decoration, or badge, and events such as "blood wings" or "blood stripe" ceremonies, "cherry" jumper initiations, improperly conducted prop blasts, and hazing or bullying of any type. Regardless of the intent behind such activities, they are ultimately destructive to unit cohesion and contrary to good order and discipline.

### **9.8 Profanity**

The use of profanity will be avoided.

### **9.9 Disobedience of Lawful Orders**

Soldiers must obey and execute the lawful orders of superiors. Most orders will come from the NCO. Lawful orders given by an NCO require the same obedience as those given by an officer. Willfully disobeying an order from a NCO is an offense punishable under the UCMJ, Article 91. The maximum punishment for this offense is a bad conduct discharge, confinement for one year, and loss of all rank and pay.

## **9.10 Off Limit Areas**

Soldiers should consult their Chain of Command for up-to-date information of off limit areas.

## **9.11 Warrants**

Individuals who commit criminal offenses off the installation are subject to warrants issued for their arrest and may face disciplinary action under the UCMJ.

## **9.12 Personal Finance**

Soldiers will have their pay sent directly to a financial institution for credit to an account in their name. Soldiers should organize their budget to live within their income and pay their bills on time.

### **(1) Indebtedness.**

(a) Soldiers will manage their personal affairs satisfactorily and pay just debts promptly. Failure to do so damages their credit reputation and affects the public image of the Army. Failure to pay debts could result in the denial of re-enlistment, administrative separation from the service, or punishment under the UCMJ. Indebtedness problems will be addressed IAW DoDI 1344.09.

(b) Writing checks against an insufficiently funded account is a serious matter. All Soldiers will ensure that enough money is in their bank account to cover checks written. Writing bad checks may result in disciplinary or administrative actions.

AR 608-99 requires Soldiers to manage their personal affairs satisfactorily, to include providing adequate support for their Family members.

## **10 Safety**

One of the most critical things a Soldier can do is to ensure everything they do is done safely; every Soldier in USARAK is a "safety officer/NCO". Safety is an individual, as well as, a leader responsibility. Everyone, from the USARAK Commander down, must take an active role in the identification and prevention of accidents. Nothing we do in training is worth the life or limb of our Soldiers. This section addresses some of the policies and measures you may take to help protect the force. If you need information, have suggestions, or wish to report a safety violation, contact the Mission Safety Office at 384-2310/2132 at JBER or 353-7412/7079 at Fort Wainwright or visit the website at: <https://portal.usarpac.army.mil/usarak/staff/SafetyOffice/default.aspx>

### **10.1 Risk Management**

The OPTEMPO and the daily training of Soldiers assigned to USARAK bring with it inherent hazards. Soldiers must practice risk management during their daily activities in



order to protect our force. Risk Management is a five-step process that is used to identify hazards and take measures to lessen the risk to Soldiers. <https://portal.usarpac.army.mil/usarak/staff/SafetyOffice/default.aspx>.

## **10.2 Privately Own Vehicle (POV) Safety**

POV accidents are the number one cause of fatalities Army wide. Alarming numbers of Soldiers are killed or injured every year here and at every installation across the Army. Everyone, from the individual Soldier to Commanders, must take aggressive measures to reduce the number of POV fatalities. Remember, safety doesn't end when you take the uniform off.

(1) The primary causes of accidents are:

- (a) Drinking and driving.
- (b) Falling asleep at the wheel.
- (c) Speed to the point of losing control of the vehicle.

(2) All Soldiers will do the POV risk assessment TRiPS prior to going on leave, pass, TDY, or PCS. This can be accessed through the USARAK Safety web site at <https://portal.usarpac.army.mil/usarak/staff/SafetyOffice/default.aspx> or the Army Combat Readiness Center web site at <https://crc.army.mil/home/>.

(3) Use common sense when operating a privately owned vehicle. Ensure the vehicle is in good condition prior to operation. Leaders will conduct an inspection of vehicles monthly or prior to the start of a long weekend. Deficiencies will be corrected prior to operating the vehicle. A checklist can be found at: <https://portal.usarpac.army.mil/usarak/staff/SafetyOffice/default.aspx>

## **10.3 Motorcycle/ATV Safety**

(1) Motorcycle accidents, including ATVs, generally result in serious injuries. Motorcycles, unlike automobiles, offer no protection against injury. Avoiding the accident is the only way to prevent the injury. Motorcycle riders must drive defensively. To do so requires proper mental and physical skills.

(2) All motorcyclists must successfully complete a Motorcycle Safety Foundation approved course prior to operating a motorcycle on the installation. These courses are scheduled throughout the spring and summer and are free of charge. For further information on the class, call 552-6850 at JBER and 353-7079/7085 at Fort Wainwright.

(3) Safety requires that all Soldiers who operate or ride motorcycles, dirt bikes and ATVs on or off the installation must wear:

(a) Clear goggles or a face shield attached to the helmet (windshields and fairings do not meet this requirement).

(b) Full fingered leather gloves or other abrasion resistant material.

(c) Long-sleeved shirt or jacket, long trousers and sturdy over-the-ankle footwear that affords protection for the feet and ankles. Motorcycle jackets and pants constructed of abrasion-resistant materials such as Kevlar, or Corduroy and containing impact-absorbing padding are strongly encouraged.

(d) Properly fastened (under the chin) motorcycle helmet that at least meet the DOT/SNELL standards.

(e) AR 385-10 no longer requires the use of reflective vest or reflective belt while operating a motorcycle; however, riders are highly encouraged to select PPE that incorporates fluorescent colors and retro-reflective material.

(f) Can-Am Spyders® and three-wheeled motorcycles. Powered nonenclosed three wheelers will be considered a MC unless the owner submits to HQDA, USACR/Safety Center, via his or her chain of command, all documentation that the vehicle is classified by vehicle identification number as an automobile by the National Highway Traffic Safety Administration.

(4) To maintain peak performance, a trained rider must practice skills, or they will not be there when you need them. Additionally, AR 385-10 requires that motorcycles operate with the headlights on at all times and the motorcycle must have two rear view mirrors, one on each side.

#### **10.4 Tactical Vehicles**

Privately Owned Vehicles (POVs) will not be used during tactical operations to include Drop Zones, EIB, and EFMB. Tactical vehicles and military transportation will be the means of ground movement in the field environment. Other extra precautions must be taken when operating in or around tactical vehicles. Only military licensed drivers are authorized to operate these vehicles. Drivers will not use cell phones (or headsets, blue tooth or hands free devices) when operating tactical vehicles. Vehicle operators must ensure they follow all technical standards for the safe operation of the vehicle. When manning the hatches of a Stryker vehicle all crew members will wear head protection (ACH, CVC or MITCH), eye protection, and will maintain 'Name Tag Defilade' posture.

(1) Do not operate a military vehicle if not properly dispatched. All operators must have a current and otherwise valid permit (OF 346) covering the vehicle being operated. Do not dispatch or allow dispatching of any vehicle unless both dispatch and driver's permit are proper and cover the vehicle being dispatched. Given the nature of our

environment in Alaska and long periods of darkness drivers of military vehicles need to make sure that the vehicle is clean at all times to include headlights and windshields.

(2) Vehicle ground guides are required when:

- (a) Tactical Vehicles are moving in or around unit Motor Pools.
- (b) Tactical Vehicles enter congested, confined, or bivouac areas.
- (c) Before a wheeled or track vehicle is moved in an assembly or bivouac area.
- (d) During movement within or through an assembly area. Tracked and Stryker vehicles require two ground guides, front and rear. Guides must be able to see each other, be visible to the driver, and be located 10 meters in front and off to the side of the driver, not in the vehicle's path. If the driver loses sight of the ground guide, they will stop the vehicle until line of sight is regained.
- (e) When traveling cross-country, during periods of reduced visibility (extreme ground fog, snowstorms, dust/sand storms, etc.).

(3) Passenger conduct –always maintain 3 points of contact.

- (a) All personnel in the vehicle will wear seat belts and head protection (ACH, CVC or Mitch).
- (b) Troop straps will be utilized by personnel riding in the back of
- (c) No one will ride on top of vehicles. Crew will rehearse roll over drills.
- (d) Soldiers will wear eye protection/Goggles in vehicles without windshields.
- (e) Operators will strictly adhere to speed limits for type of vehicle.
- (f) No tactical vehicle will travel faster on the installation than 35 MPH on hard surface roads, 30 MPH on dirt roads and 10 MPH when passing troops in formation.
- (g) All firebreaks and trails; reasonable/prudent NTE 20 MPH.
- (h) Under NVGs NTE 15 MPH.
- (i) The TC will be the ranking individual – NO EXCEPTIONS.

(j) The driver and the TC are responsible for the safety of the personnel riding on their vehicle. Drivers and TCs must refuse to move the vehicle if anyone is in an unsafe position or if the vehicle has too many passengers.

(k) Passengers, who are not crewmembers and carried in the cab of the vehicle, are limited to available seat belt positions.

(l) All personnel will wear head protection (ACH, MITCH CVC, or flight helmets as appropriate) while operating or riding as a passenger in Army tactical vehicles in a field training area.

### **10.5 Running and Foot Marches on Roadways**

Soldiers conducting foot marches during hours of limited visibility must be aware of danger and exercise caution. Preventive measures must be taken to ensure the safety of everyone involved in the event. For JBER, refer to JBER Running Route Policy and for Fort Wainwright, refer to FWA Authorized Physical Training Running Routes Policy which lists the measures that must take place when Soldiers are running or marching on roadways on JBER or Fort Wainwright. Both JBER / FWA have their running route maps posted on their web sites.

(1) A formation is an assembled group of military personnel under the supervision of a leader and in two or more squad columns. Units conducting individual foot marches are not defined as formations.

(2) When conducting PRT, commanders will maximize use of off-road areas, tank trails, firebreaks and running paths.

(3) Any four or more lane road and roads where the speed exceeds 35 MPH are off limits to formations.

(4) Individual runners, foot marchers and walkers will use off-road areas such as sidewalks, firebreaks, unimproved roads, and road shoulders. Individual runners and marchers will not walk on the hard surface of roads except to cross at right angles only as necessary.

(5) Formations will proceed with traffic.

(6) Units conducting PT on roads without static road guards will utilize front and rear road guards wearing reflective vests. Flashlights must be used by road guards and any group of three or more personnel designated by the leaders during periods of limited visibility. Road guards must be positioned far enough to the front and rear of the formation to influence traffic appropriately.

(7) Soldiers will not wear headphones while running, foot marching, or riding bicycles in or out of uniform (per AR 385-10, The Army Safety Program, dated 27 November 2013), with the exception to guidance for, Patron Dress for Physical Fitness Facilities, which outlines authorized headphone usage in USARAK physical fitness centers.

(8) No group above squad level will run in the housing area. All runners will utilize the sidewalk, if available. Cadence calling is not allowed in the housing areas.

(9) Leaders and supervisors will conduct a briefing of these guidelines prior to runs and foot marches and ensure compliance is followed throughout the duration of the event.

(10) Foot Marches will not begin before 0630 unless approved by the battalion commander.

(11) There are two uniform options when conducting foot marches:

(a) Full tactical uniform with Reflective safety belt or vest.

(b) Appropriate IPFU / APFU with boots and rucksack with Reflective safety belt or vest.

(c) Reflective safety belt will be worn horizontally around the rucksack.

(12) Units should avoid conducting PRT on parking lots where DA civilians arrive to work prior to 0800, as it impedes the accessibility of their on time arrival.

### **10.6 Temperature Zone Criteria and PT Cold Weather Training**

Leaders are the first line of defense against cold weather injuries (CWIs). It is every leader's responsibility to thoroughly analyze the associated risks, and exercise sound judgment during the conduct of cold weather physical readiness training (PRT). Leaders are expected to maintain an aggressive PRT program, but not at the expense of unnecessary CWIs. It is imperative that leaders train and educate Soldiers to train and operate in the cold without injury. Direct supervision is a key element to ensure that Soldiers possess and properly utilize the correct clothing and equipment for all training activities.

(1) During the winter months (**October through April**), all major subordinate commands (brigades, tenant units and separate commands) will check the USARAK portal to determine the temperature (including wind chill) prior to the start of PRT. Temperature variations between 10 and 20 degrees are possible, depending on the time of day and training location. Leaders must ensure each Soldier is prepared to train under the coldest temperature for the given time period. Information listed in CG Policy

Statement #0-14 will assist the commander in conducting a risk assessment prior to conducting unit physical fitness training.

(2) At temperatures (including wind chill) of -10 to -25 degrees Fahrenheit, units will continue to conduct normal PRT. Units should conduct warm-up/stretching, conditioning and cool-down indoors. In this temperature range, the PRT uniform consists of Army PFU sweats, polypropylene tops and bottoms, running shoes, trigger finger mittens, balaclava, and arctic mittens (arctic mittens carried). If the balaclava is worn down during the run, it must stay down and over the nose until the unit moves indoors. If the temperature is below -20 degrees Fahrenheit, units will not spend more than four minutes outdoors before or after the run, and commanders should reduce the distance/duration of the run (recommend four miles maximum). At this temperature and lower, unit commanders will allow Soldiers to move to a warm facility during PRT if they feel there is potential for injury.

(3) At temperatures (including wind chill) below -25 degrees Fahrenheit, Soldiers will wear the arctic winter field uniform: Gortex/ECWCS GEN II or GEN III, VB boots, trigger finger mittens, arctic mittens, and balaclava. Commanders should conduct an alternate form of aerobic PRT, such as snowshoeing or skiing. Indoor hallway/stair runs are authorized.



-10° to -25 °F

**Add:** Base layer (level I and/or II or polypro) top and bottom, and arctic mittens carried (may be carried either inside or outside jacket)

32° to 10°F

Army L/S or S/S shirt & shorts, jacket & pants, reflective belt, issued gloves, fleece cap or balaclava (if needed)



10° to -10°F

**Add:** Balaclava and trigger finger mittens



Below -25°F

**Arctic field uniform:** Base layer(s) top and bottom, balaclava, VB boots, ECWCS or Gortex, trigger finger gloves and arctic mittens

### **10.7 Cold Weather Injuries**

Soldiers must be aware of the dangers posed by cold weather and the injuries that may result. Listed below are some of the symptoms and first aid for cold weather injuries.

- (1) Standards of cold weather injury.
  - (a) A tingling sensation, aches, or cramps.
  - (b) White and wrinkled soles of the feet. Walking and standing are extremely painful.

(c) Waxy and pale or red skin. This is a symptom of more severe cold weather injury.

(d) A scratchy feeling when eyelids close. This can be an early symptom of snow blindness

(2) Basic First Aid. Personnel will seek medical treatment as soon as possible and will follow the appropriate instructions in (a) through (g) below.

(a) Frostbitten Face. Cover the affected area with your bare hands until color returns to the face.

(b) Frostbitten Feet. Remove the Soldier boots and place the exposed feet under the clothing and against the body of another person.

(c) Frostbitten Hands. Open the casualty's outer garments and place his or her hands under the armpits. Close the outer garments to prevent further exposure.

(d) Protection from the Cold. Remove the casualty to the most sheltered area and cover him or her with a blanket. Be sure the blanket is over and under the casualty.

(e) Snow Blindness. Cover the person's eyes with a dark cloth, shutting out all light.

(f) Superficial Frostbite. Warm the affected area by using skin to skin contact. Do not rub or massage affected area.

(g) Do not immerse affected areas in hot water, place affected areas close to a direct heat source, or rub snow on affected areas.

(3) Remember the acronym **COLD**:

- C** Clean – wear clean clothing
- O** Overdress – don't overdress causing overheating
- L** Layer – wear clothing in layers
- D** Dry – wear dry clothing

### **10.8 Lawn Equipment Safety**

Soldiers often sustain injuries due to unsafe operation of lawn equipment. Lack of safety equipment and unfamiliarity with the equipment is a major cause of these injuries. The following is a list of preventative measures that must be taken to reduce the risk of injuries.



- (1) Read instruction manuals, especially the section on safety.
- (2) Keep your lawn equipment in good working order.
- (3) Never cut grass with the ground damp or in the rain.
- (4) Always wear protective gear such as goggles, earplugs, and long pants.
- (5) Never operate lawn equipment if you have been consuming alcohol or taking prescription medications that might inhibit your reaction.

### **10.9 Bicycle Safety.**

Soldiers and Family members often sustain injuries due to unsafe operation of bicycles. Lack of safety equipment and obeying traffic laws are the major causes of these injuries. The following is a list of the preventative measures that must be taken to reduce the risk of injuries.

(1) Always wear an approved bicycle helmet while riding on the Installation. An approved helmet is defined as one that meets or exceeds the American National Standards Institute (ANSI) or Snell Memorial Foundation Standards for bicycle helmets.

(2) When riding during the hours of darkness always wear an authorized reflective belt or vest and have and use an operable and visible headlight, side reflectors, and tail light.

(3) Do not wear headphones while riding bicycles (per AR 385-10, The Army Safety Program, dated 27 November 2013).

(4) Always ride with traffic and use the proper hand and arm signals.

### **10.10 Survival Items for Alaska**

Each winter many Alaskans find themselves in situations for which they were not prepared. Many become stranded during winter storms, enjoying the outdoors and/or sudden changes in weather while traveling. These situations place them in a survival environment. Soldiers are authorized to carry and wear issued TA-50 while traveling throughout Alaska for protection against cold climate, but not for recreational use, with the exception of items covered in section 5.13 (4) (e) of this pamphlet. Recommend carrying a survival rucksack with Gortex complete, V.B. boots, arctic mittens, and balaclava. The following is a list of additional recommended items all Soldiers, Family members, and civilian employees should carry in their vehicles from September to the end of April. The Federal Emergency Management Agencies web site lists the following recommended items to carry when winter driving. (<http://www.fema.gov/>)

(1) First aid kit with pocketknife.

- (2) Several blankets.
- (3) Sleeping bags.
- (4) Extra newspapers for insulation.
- (5) Plastic bags (for sanitation).
- (6) Matches.
- (7) Extra set of mittens, socks, and wool cap.
- (8) Rain gear and extra clothes.
- (9) Small bag of sand for traction under wheels.
- (10) Small shovel and tools (i.e. pliers, wrench, and screwdriver).
- (11) Booster cables.
- (12) Brightly colored cloth to use as a flag.

### **10.11 Wildlife**

Alaska has an abundance of wildlife, including bears and moose. These animals are not pets and should be treated with respect and caution. Do not attempt to feed them. They are very dangerous and precautions should be taken to avoid contact with these animals.

(1) Avoid contact with a moose with calves. A mother moose will attack if she feels you are a threat to her calves. Signs of aggression include ears laid back, hair on top of neck raised, and licking their lips.

(2) Avoid contact with bears of any kind. Mother bears with cubs are extremely protective and dangerous. If you encounter a bear make your presence known, make noise and warn the bear of your presence. Walk with the wind at your back, if possible so your scent will warn the bear of your presence.

(3) If you see a bear, keep calm and stay away from it. Give the bear opportunity to avoid you, talk to the bear in a normal voice and wave your arms. If the bear charges do not run, stand your ground. Try to present a big picture by raising your backpack or jacket up above your head. If in a group, stand closer together. Should a brown bear actually contact you, fall to the ground and play dead. Lie flat or curl up in a ball with your hands behind your neck. If a black bear attacks, fight back vigorously with any means available.

## **10.12 Alaska Mudflats**

Glacier silt mudflats that are found on JBER, in Anchorage, Palmer, the Turnagain Arm and many other coastal areas in Alaska are deadly. At low tide the inlet is nearly void of water. The mudflats look serene and solid. But don't be fooled, the mudflats are extremely dangerous and act like quicksand. Safety tips that can save your life:

- (1) Stay off the mudflats.
- (2) Use the buddy system; don't let your buddy go on the mudflats

## **11 Assistance Organizations**

### **11.1 Legal Assistance**

Soldiers and their dependents are eligible for free legal assistance regarding non-criminal civilian and military administrative matters (e.g., contracts, wills, insurance, leases, separation agreements, FLIPL rebuttals, reprimand rebuttals, NCOER appeals, and powers of attorney) from the Legal Assistance Office located in Room A315, Bldg 600 at JBER; and Bldg 1562 at Fort Wainwright. All powers of attorney are done on a walk-in basis. Soldiers are eligible for assistance in military criminal matters from Trial Defense Services. The USARAK Field Office is located in Bldg 600, (384-0371) at JBER; and Bldg 1562, (353-6534) at Fort Wainwright.

### **11.2 Inspector General Assistance**

All Soldiers, Family members, and civilians have the right to present complaints, grievances, or requests for assistance to the Inspector General. The IG provides the Commanding General continuing assessments of unit readiness, discipline, morale, and operational effectiveness. The IG serves as an honest broker with assurance of appropriate confidentiality and as an impartial fact finder that ensures due process, protection of Soldier rights and as a source of knowledge of regulatory guidance for commanders and USARAK Soldiers.

(1) Before visiting the Inspector General, you should consider whether your chain of command can address your concerns more quickly and simply. You do not have to tell anyone why you want to visit the IG, but you must have permission from your chain of command to be absent from your place of duty if you chose to visit the IG during duty hours.

(2) The Inspector General Office at JBER is located in Bldg 600, (384-0323); at Fort Wainwright in Bldg 1049, (353-6204).

### **11.3 American Red Cross**

The American Red Cross is located in the People Center at JBER and Bassett Army Community Hospital at FWA. You may contact the Red Cross during office hours 0800-

1600 on Monday – Friday at (907) 552-5253 (JBER) and (907) 361-5685 (FWA). After office hours you may contact the Red Cross at 1-877-272-7337. The Red Cross provides military personnel and their Family members with:

- (1) Counseling and guidance on personal and Family matters.
- (2) Communication/reports for emergency leave consideration between the Soldier and his/her Family.
- (3) Emergency financial assistance for emergency needs.
- (4) Meeting immediate emergency needs as a result of a disaster.
- (5) Information on service-connected benefits.
- (6) Arranging for health care and safety courses.
- (7) Recruiting and training volunteer workers for specific activities in dental and hospital clinics, health, and safety programs. The health and safety telephone number is 552-9596.

#### **11.4 Financial Assistance**

If you need financial planning assistance, contact your Chain of Command. The Financial Readiness Program Manager is located in Bldg 600, Room A136, 384-7687 at JBER; Bldg 3401, Room 71, 353-7438 at FWA.

#### **11.5 Army Emergency Relief (AER)**

Effective 9 September 2015, all Soldiers, regardless of rank, are authorized direct access to apply for Army Emergency Relief assistance except for those Soldiers who are in Initial Entry Training or have less than one year time in service, whichever is greater. Direct access without the Commander/First Sergeant review will be limited to two assistance requests (loan or grant) within a 12 month period, regardless of rank. Soldiers exhibiting “high risk behavior” specific to personal financial mismanagement in accordance with SecArmy Directive 2013-11 (Change to the Army Risk Reduction Program) dated 2 May 2013 and AR 600-85 (The Army Substance Abuse Program) dated 28 December 2012 are required to request assistance through the Company/Battery level chain of command. In addition, the Commander’s Referral Program, which authorizes the Company Commander and First Sergeant to approve AER Loans up to \$1,500, will remain an option for Soldiers who desire to request assistance through their unit chain of command. AER is located in Bldg 600, Room A119, 384-7478 at JBER; and Room 107, Bldg 3401, 353-7453 at FWA. Commanders are authorized to approve up to \$1500 on the spot for Soldiers. Active duty Soldiers lacking the funds to meet their monthly obligations may request AER funds up to \$1000

by submitting a completed DA Form 1103. Lack of funds could be for a myriad of complex reasons or as simple as overextending themselves the previous month.

Government Sponsored Travel Cards. Soldiers are responsible for maintaining their government sponsored travel card at all times. A government sponsored travel card can only be used while on official travel status, to include PCS moves, for official travel expenses only. Soldiers and leaders will ensure they do not become delinquent on payments.

### **11.6 Off-Duty Employment**

You may desire to supplement your pay by working part-time off duty. This may normally be authorized as long as it does not interfere with your military duties, but you are required to obtain approval in accordance with CG Policy Statement #0-08. Unscheduled military after-duty requirements have priority over off-duty employment.

### **11.7 Consumer Credit Counseling Service of Alaska (CCCS)**

CCCS may be contacted in Anchorage at (907) 279-6501; and (907) 451-8303 in Fairbanks. The statewide toll free number is 1-800-478-6501; e-mail address is [www.moneymanagement.org](http://www.moneymanagement.org) . CCCS provides the following services:

(1) Offers confidential and personal debt management plans to help pay existing debt and avoid future problems.

(2) Educational programs promote consumer awareness of money management and the wise use of credit.

### **11.8 Tax Center**

From January to April, the USARAK Tax Center opens its doors to help Soldiers, Family members, and retirees with their tax preparation to include form preparation and electronic filing. The Tax Center locations at each installation will be published prior to tax season.

### **11.9 Army Community Service/Family Assistance Centers (ACS)**

ACS stands ready to provide information, assistance, and guidance on such varied subjects as financial planning, emergency care, and baby-sitting. ACS also maintains a loan closet for newly arrived Soldiers and Family members awaiting household goods. ACS is located in Bldg 600, phone: 384-1025 at JBER; and Bldg 3401, phone: 353-4227 at Fort Wainwright. The Family Assistance Centers are activated for deployable support and co-located with the ACS. The centers are intended to provide information, assistance and services to families of deployed Soldiers. When activated, the Family Assistance Center at JBER is located in Bldg 600, phone: 384-1517 and the Family Assistance Center at FWA is located in Bldg 3401, phone: 353-4458.

### **11.10 Family Support, Child Custody, and Paternity**

AR 608-99 is a punitive regulation that requires Soldiers to provide financial support to their geographically separated dependents. The monetary amount is determined by a court order, a valid separation agreement, or IAW AR 608-99. Soldiers who have questions concerning financial support can get legal advice in the legal assistance office. Commanders also have certain obligations when he or she receives a complaint of nonsupport. Commanders with questions concerning Soldiers financial support obligations should contact the Administrative Law section of the Staff Judge Advocate's Office or the Inspector General Office.

### **11.11 Chaplain Assistance**

Your unit chaplain is always available to you for spiritual or Family counseling. A duty chaplain is on call at all times. Unit chaplains also have access to the food locker, which contributes food to needy Soldiers and their families.

### **11.12 Joint Family Steering Committee**

The Joint Family Steering Committee consists of Army and Air Force Senior Leadership and selected family members who are on a panel and been specifically selected. This council looks at all issues on the joint base that affect family and Soldier quality of life. These council meetings are held every quarter. Additional information on this program can be found by calling 384-2999.

### **11.13 Military One Source**

Military OneSource Online is a DOD web-based service which provides information regarding parenting and childcare, personal and Family readiness, education, retirement, caring for older adults, disability, financial issues, legal issues, work, international issues, managing people, health, emotional well-being, addiction, and every day issues. The URL is <http://www.militaryonesource.mil/>.

### **11.14 Army Substance Abuse Program**

The Alcohol and Drug Abuse Prevention and Control Program Office are located in Building 1108 at JBER, phone 384-1418 and in Building 1064 at Fort Wainwright, phone 361-1370.

(1) The mission of this program is to affect a continuous vigilance targeting the reduction of alcohol and drug abuse in all populations within the USARAK communities to promote combat readiness, safety, and quality of life. All services are provided free. An adjunct program, the Adolescent Substance Abuse Counseling Service is also available and specifically designed for teens, ages 12 to 18 years. Services provided by the Adolescent Substance Abuse Counseling Service and the Employee Assistance Program are confidential.

(2) Alcohol and drug abuse prevention and control programs include the following:

- (a) Education of Soldiers and community.
- (b) Military and civilian biochemical testing.
- (c) Evaluations.
- (d) The Risk Reduction Program.
- (e) The Employee Assistance Program.
- (f) Community health programs (Fit to Win).
- (g) Annual awareness campaigns.

(3) The Adolescent Substance Abuse Counseling Service is also provided. Prevention and treatment services can assist military dependent adolescents who are experiencing alcohol and drug problems or exhibiting high-risk behaviors.

### **11.15 Education Center**

The mission of the Education Center is to provide USARAK the support of the Army Continuing Education System by building professionalism, encouraging self-improvement, and serving each individual at his/her academic level of need. The center at JBER (384-0970) is located in Bldg 7, Room 250. The Center at Fort Wainwright (361-7486) is located in Bldg 4391.

(1) **On-Post College Programs:** JBER On-Post courses/programs are available for Associate, Baccalaureate, and Graduate degrees. Central Texas College, Embry-Riddle Aeronautical University, University of Alaska Anchorage, and Wayland Baptist University provide the undergraduate courses. Graduate programs are offered through University of Alaska Anchorage, Embry-Riddle Aeronautical University, and Wayland Baptist University. Central Texas College and University of Alaska Anchorage provide college level instruction in Certification Programs.

Fort Wainwright On-Post courses/programs are available for Associate, Baccalaureate, and Graduate degrees. Central Texas College Fairbanks/Community Technical College and Wayland Baptist University provide the undergraduate courses. Graduate programs are offered through University of Alaska Fairbanks and Wayland Baptist University. Central Texas College and University of Alaska Fairbanks provide college level instruction in Certification Programs.

\*\*\*Please note that University of Alaska/Community Technical College is ONLY offered with the Undergraduate Programs

(2) **eArmyU:** The US Army has created one of the most innovative programs of higher education in the world – Army University Access Online (known as eArmyU).

eArmyU provides access to quality education for enlisted Soldiers across the globe, helping them further their professional and personal goals and providing the Army with top preparation for its forces. eArmyU supports the goal of transforming the military into an Objective Force capable of responding to the diverse and complex demands of the 21st century. Soldiers interested in participating in eArmyU should see their 1SG.

(3) **Functional Academic Skills Training (FAST):** FAST is the primary on-duty education program for military personnel who have deficiencies in basic communication skills. Instruction is provided to assist service members in developing reading, writing, speaking, listening, and computing skills. This is also an excellent course to help raise GT scores. See your 1SG for more information.

(4) **English as a Second Language (ESL):** ESL is designed to help non-English speaking Soldiers and their spouses improve their English language proficiency skills.

(5) **Foreign Language Headstart Program (FLHP):** Foreign language and cultural training classes are provided to service members and spouses departing for overseas. Languages include Spanish, German, Korean, Russian, Japanese, Portuguese, and Arabic.

(6) **Continuing Education:** The USARAK Education Center cooperates with the Transition Assistance Program – Soldiers for Life, and Army Community Services by providing non-credit courses in response to expressed needs. Courses may be hobby oriented, skill oriented, or self-improvement type courses.

(7) **MOS Improvement Programs:** These programs are MOS related and are oriented toward improving job performance (i.e., Logistics, Supply, PLL, Typing, and Military Correspondence Courses).

(8) **Learning Centers:** Learning centers are operated in the Main Education Center. Each learning center is equipped with audiovisual machines with study materials for professional development. Videotape machines offer programmed instruction to help students prepare for the GED and CLEP testing. Reading Machines are available for individual rapid reading instruction.

### **12 Better Opportunities for Single Soldiers (FWA), Service members (JBER)**

Each company and battalion sized unit will have BOSS representatives on appointment orders. Per DA Circular 608-06-1 dated 17 October 2006; the Better Opportunities for Single Soldiers (BOSS) Program supports the overall quality of life for single and unaccompanied Soldiers. The BOSS Program supports the chain of command by identifying quality of life issues and concerns and recommending improvements. It encourages and assists single Soldiers in identifying and planning recreational and



leisure activities. It provides an opportunity for single Soldiers to participate in and contribute to their respective communities. It is also intended to enhance command authority, prerogative, and responsibility in maintaining standards of conduct, good order and discipline. Although the BOSS Program is intended for single Soldiers, it can include single parents and unaccompanied Soldiers. Guests and all authorized Morale, Welfare, and Recreation patrons may participate in any BOSS Program event and should be encouraged to do so. For detailed information on the BOSS Program, refer to DA Circular 608-06-1. For information on the USARAK BOSS Program you can contact Soldier representatives at JBER at 384 9023 and at Fort Wainwright at 353 7648.

### **13 Equal Opportunity (EO)**

IAW AR 600-20, Chapter 6, the equal opportunity (EO) program is designed to provide EO and fair treatment for military personnel and Family members without regard to race, color, gender, religion, national origin, and provide an environment free of unlawful discrimination and offensive behavior. Every unit has an Equal Opportunity Leader (EOL). Any Soldier that feels they have a valid complaint should contact their unit EOL. See phone numbers for hotline info.

(1) USARAK and the US Army provide equal opportunity for all Soldiers and Family members, without regard to race, color, religion, gender, or national origin, unlawful discrimination and offensive behavior. This policy applies on and off post, during duty and non-duty hours, and to working, living, and recreational environments.

(2) Each company and battalion sized unit has NCOs appointed as EO Representatives, and there is a full time school trained EO Advisor in each brigade and at USARAK Headquarters. You should know who your company/battery/troop EO Representative is. These specialists can answer questions, provide assistance and help to resolve complaints, and you are always welcome to visit them. In most cases, however, the chain of command, when made aware of a potential issue, will act quickly to resolve the situation.

(3) Gangs and Extremist Groups: The purposes and activities of gangs and extremist organizations are inconsistent with the responsibilities of military service and the Army values. All Soldiers must reject participation in these groups. Joining these organizations is punishable by UCMJ. If a member of a gang or extremist group contacts you, or they try to recruit you, notify your chain of command immediately.

(4) Fraternalization: In order to maintain good order and discipline, and to enhance mission accomplishment, the Army has established rules for relationships between Soldiers of different ranks which can be found in AR 600-20. There are restrictions on

business and social activities between senior and junior officer and enlisted Soldiers. If you are unclear about any of these restrictions, ask your chain of command.

(5) The USARAK Equal Opportunity Office is located at JBER in Room 229, Bldg 1, (384-0336); at Fort Wainwright in APT 3, Bldg 1049 (353-9234).

## **14 Sexual Harassment/Assault Response and Prevention (SHARP)**

The Army's Sexual Harassment/Assault Response and Prevention (SHARP) Program promotes a climate in which sexual assault, sexual harassment, sexually offensive language or gestures are not tolerated. It provides sensitive care and confidential reporting for sexual assault victims and accountability for offenders.

### **14.1 Sexual Harassment**

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 when submission to, or rejection of, such conduct explicitly or implicitly affects an individual's employment, work performance, or creates a hostile or intimidating work environment. Anyone in a supervisory or command position who uses or condones implicit or explicit sexual behavior to control, influence, or affect the career, pay or job of a Soldier or civilian employee is engaging in sexual harassment. Similarly, any Soldier or civilian employee who makes deliberate or repeated unwelcomed verbal comments, gestures, or physical contact of a sexual nature is engaging in sexual harassment.

All Soldiers have a responsibility to resolve acts of sexual harassment. Soldiers may do so in a number of ways, including using the direct approach or the indirect approach, enlisting third party involvement, approaching the chain of command, or filing an informal or formal complaint.

### **14.2 Sexual Assault:**

There is zero tolerance for sexual assault in the Army. Sexual assault is an actual or attempted sexual touching without consent. It is a criminal offense punishable under UCMJ, Federal and local civilian law. Sexual assault is incompatible with the Army Values, the Warrior Ethos, Army standards of professionalism and standards of discipline. Types of sexual assault include the following:

Article 120

- Rape
- Sexual Assault
- Aggravated Sexual Contact

- Abusive sexual contact

#### Article 120

- Stalking

#### Article 120c

- Indecent viewing, visual recording or broadcasting
- Forcible pandering
- Indecent exposure

(1) Sexual assault is a growing problem, and it is not limited to just females or Soldiers. It includes males, females, Family members, and civilians.

(2) If you believe that you have been the victim of sexual assault:

(3) Go to a safe location away from the attacker and call 911 if in danger.

(4) Call the USARAK 24/7 Victim Advocate Hotline at 907-384-7272 JBER, 907-231-7432 Ft. Wainwright, Contact your Brigade or Battalion Sexual Assault Response Coordinator (SARC), Brigade or Battalion Victim Advocate (VA), healthcare provider, or go to the SHARP Resource Center Bldg 2027 c wing. You may also contact your chain of command or law enforcement (military or civilian); however if you do, an investigation will commence and you will not have the option of making a Restricted Report (see below).

(5) Seek medical care as soon as possible. Even if you do not have any visible physical injuries, you may be at risk of becoming pregnant or acquiring a sexually transmitted disease/ sexually transmitted infections, and HIV. Ask the healthcare provider to conduct a sexual assault forensic examination (SAFE) to preserve forensic evidence. If you suspect you have been drugged, request that a urine sample be collected.

(6) Preserve all evidence of the assault. Do not bathe, wash your hands, eat or drink, or brush your teeth. Do not clean or straighten up the crime scene.

(7) Write down, tape, or record by any other means all the details you can recall about the assault and your assailant.

#### **14.3 Types of sexual assault reports:**

(1) **Restricted Reporting:** This option is for victims of sexual assault who wish to confidentially disclose the crime to specifically identified individuals and receive medical treatment and counseling without triggering the official investigative process. Service members who are sexually assaulted and desire restricted reporting under this policy

must report the assault to a Sexual Assault Response Coordinator (SARC), Victim Advocate (VA), or a healthcare provider. As provided above, victims may also directly discuss the assault with a chaplain or a Special Victims Counsel (SVC).

Note – Confiding in another person does not in of itself disqualify the victim from filing a Restricted Report. However, if the chain of command is notified, they must contact CID and start an investigation.

(2) **Unrestricted Reporting:** This option is for victims of sexual assault who desire medical treatment, counseling and an official investigation of the crime. When selecting unrestricted reporting, you may use current reporting channels, e.g., chain of command and law enforcement, or you may request that the SARC, VA or your healthcare provider notify law enforcement (This will automatically trigger your right to elect for SVC representation).

Note – Active duty Soldiers who file either a restricted or unrestricted report of sexual assault are entitled to SVC services.

### **Special Victims Counsel (SVC) Program**

The SVC Program was developed to strengthen the support victims of sexual assault receive, and enhance victim's rights within the military justice system. The role of an SVC is to zealously represent the victim's interests throughout the military justice process, even when those interests do not align with those of the U.S. Army. A SVC's primary duty is to his/her client and no other person, organization, or entity. Clients and SVCs have attorney-client privilege, which allows SVCs to refuse to disclose confidential communications.

The scope of an SVC's representation includes the following:

(1) Accompaniment to and advising clients during interviews, examinations, hearings, and court martial proceedings;

(2) Representation of client's courts-martial, as permitted by law;

(3) Advocating for a client's interest with Government counsel on disposition options;

(4) Assisting a client with post-trial submissions, including victim impact statements;

(5) Advising clients on collateral civil issues arising from the crime; and

(6) Providing legal assistance services.

(7) Referral to Trial Defense Services for collateral misconduct, if necessary;

#### **14.4 Prevention of Sexual Assaults**

(1) **INTERVENE:** When you recognize a threat to a fellow Soldier, show personal courage by INTERVENING and preventing sexual assault. As a warrior and a member of a team, you must INTERVENE. This can include distracting the person or removing the person from the situation.

(2) **ACT:** As a brother, a sister, and a fellow Soldier, it is your duty to stand up for your battle buddies, no matter the time or place. Take ACTION. Do what's right. Prevent sexual assault. ACT.

(3) **MOTIVATE:** We are Soldiers, MOTIVATED to engage and keep our fellow Soldiers safe. It is our mission to prevent sexual assault, to live the Army Values, and to take care of our fellow Soldiers. We are all MOTIVATED to take action, to promote SHARP programs and become advocates within our communities. We are strongest together. See phone numbers for hotline info.

#### **15 Comprehensive Soldier and Family Fitness Resiliency Competencies**

(1) Comprehensive Soldier and Family Fitness (CSF2) is a long-term, enduring initiative that broadens the assessment and training of every member of the Army beyond the standard physical and technical abilities. Psychological strength, like physical strength, does not just "happen"- it must be trained, practiced, and refined. Just as everyone enters the Army with a variable amount of strength in each of the strength dimensions (physical, emotional, social, spiritual, and family), both the rate of improvement and ultimate achievement will differ for every Soldier, Army Civilian and Family member. With eleven years of demanding ongoing deployments and a high operational tempo, coupled with the health of the force issues that we face today, a focus on comprehensive fitness has become a readiness mandate. CSF2 marks a new era for the Army by comprehensively equipping and training our Soldiers, Family members and Army Civilians to maximize their potential and face the physical and psychological challenges of sustained operations

(2) The resiliency initiative develops and sustains a Soldier's readiness through the use of resilience competencies such as self-awareness, self-regulation, optimism, mental agility, strength of character, and connection. Knowledge about one's own strength and underdeveloped or overused competencies are critical to the success of any mission, professional or personal. More information is available at [www.armyfit.army.mil](http://www.armyfit.army.mil), or email the help desk at [helpdesk@csf2armyfit.com](mailto:helpdesk@csf2armyfit.com). The use of the following

competencies will improve your approach to the daily challenges you may encounter as a leader:

(1) Be self-aware.

(a) Identify thoughts, emotions, and behaviors.

(b) Identify patterns in thinking and behavior, particularly counterproductive patterns.

(c) Be open and curious.

(2) Self regulate.

(a) Regulate impulses, emotions and behaviors to achieve goals.

(b) Express emotions appropriately.

(c) Stop counterproductive thinking.

(3) Be optimistic.

(a) Hunt for what is good.

(b) Remain realistic.

(c) Identify what is controllable.

(d) Maintain hope.

(e) Have confidence in yourself and your team.

(3) Be mentally agile.

(a) Think flexibly and accurately.

(b) Consider all perspectives.

(c) Identify and understand problems.

(d) Be willing to try new strategies.

(4) Improve your strength of character.

(a) Know your top strengths and how to use them to overcome challenges and meet goals.

(b) Have faith in your strengths, talents, and abilities.

- (c) Develop an “I am strong” attitude.
- (5) Stay connected.
  - (a) Develop and maintain strong relationships.
  - (b) Practice positive and effective communication.
  - (c) Develop and practice empathy.
  - (d) Be willing to ask for help.
  - (e) Support others.
- (6) Know and own your goals – they start with you.
  - (a) Define your goals and objectives, both personal and professional
  - (b) Know where you’re starting from
  - (c) Decide what you need to develop
  - (d) Make a plan for improvement – write it down and share it with those who matter to you
  - (e) Ensure the plan has SMART short-term goals
  - (f) COMMIT yourself completely
  - (g) Continually monitor progress to update your plans as needed

## **16 Army Leadership Counseling**

(1) When recording counseling, all Army leaders will use DA Form 4856, developmental counseling and/or DA Form 2166-8-1, NCOER Counseling Checklist. FM 6-22 Appendix B, DA Pam 623-3 ch 3-1, AR 623-3 para 1-10 provides the basic guidelines for counseling. The most important thing is that leaders-squad, platoon, company, battalion, and brigade -actually talk to, counsel, and mentor their subordinates.

(2) Soldiers assigned/attached to USARAK will be counseled on a regular basis. Types of counseling and counseling requirements are listed below:

- (3) Event-oriented counseling - Involves specific events or situations, such as:
  - (a) Instances of superior or substandard performance - Leaders tell the subordinate whether or not they met the standard and what they did right or wrong.

(b) Initial reception and integration counseling - Leaders must counsel new team members when they arrive to the unit. This counseling helps identify and fix any problems or concerns that the Soldiers may have, and it lets them know the unit standards. First Line Leaders will counsel new Soldiers within 24 hours of arrival. New soldiers will be introduced to the Victim Advocacy/ SHARP program within 24 hours of arrival. Additionally, leaders will sit down and review USARAK Reg 210-6 with their Soldiers.

(c) Crisis counseling – The purpose of this counseling is to get the subordinate through the initial shock of hearing negative news.

(d) Referral counseling – This counseling helps subordinates work through a personal situation and may or may not follow crisis counseling.

(e) Promotion counseling – Must be conducted for all Soldiers who are eligible for advancement but not recommended to the next higher grade. This counseling will be conducted monthly.

(f) Separation counseling – Informs the Soldier of administrative actions available to the commander in the event substandard performance continues and of the consequences of those administrative actions.

## (2) Performance and professional growth counseling

(a) **Performance counseling:** Counseling at the beginning of and during the evaluation period facilitates a subordinate's involvement in the evaluation process. It communicates the standards and is an opportunity for leaders to establish and clarify the expected values, attributes, skills, and actions. Specialists and below will be counseled monthly. Leaders will be counseled at least quarterly.

(b) **Professional growth counseling:** Helps Soldiers plan for accomplishing their professional goals. The leader must identify and discuss their strengths and weaknesses and identify short and long term goals. Specialists and below will be counseled face-to-face monthly. Leaders will be counseled at least quarterly.

(c) **Goal Oriented Counseling:** Goal oriented counseling is a process of the leader focusing on a Soldier's personal and professional goals during counseling which in turn focuses the Soldier's energy, direction, and well documented plan for success and overcoming obstacles. Proper goal oriented counseling should enhance that Soldier's well-being and resilience, and empower his or her motivation. It should strengthen the bond between the leader and the Soldier with both knowing and understanding the goals to be reached.



## **17 The 8 Step Training Model**

The U.S. Army has adapted extremely well to repeated deployments in the last 10 years. All things come with tradeoffs though, and one relative weakness that has resulted from a decade of frequent deployments is the lessened ability of the Army's junior leaders to prepare for and conduct training. The Army needs to look at ways to train leaders to conduct training, and the eight-step training model is a proven and effective method to accomplish this.

The Army's primary role is to fight and win the Nation's wars. During peacetime, the Army's role is to train for this wartime mission. As the Army draws down in Iraq and Afghanistan, training will be increasingly important.

However, there will also be fewer resources available to conduct training, which means that leaders need to be more effective—especially at the small-unit level. A simple improvement would be to emphasize the Army's eight-step training model. Developed by U.S. Army Europe in the mid-1990s, this technique is a proven method of preparation for units and leaders. Unfortunately, many junior leaders are unfamiliar with it. It is not a formal part of the Army's doctrine, but it is worth reviewing, using FM 7-0, Training Units and Developing Leaders for Full Spectrum Operations, as a doctrinal anchor.

### **Step 1: Plan the training**

Planning the training starts with the unit Mission Essential Task List (METL). Leaders assess the unit performance to evaluate its proficiency.

Units focus their training by developing a METL and establish long-range training plans that describe events and resources required to increase METL proficiency. Units plan backwards to prepare for deployments or other significant training events. These plans reflect the commander's intent and end state, with more refined training agendas developed in cyclic or quarterly training briefings. The most important thing a small-unit leader can do in this step is to identify critical items that must be trained and to explicitly accept risk in other areas where training does not occur. This helps leaders focus their time and effort on training the important tasks identified by the commander.

Too often, leaders complete their plan but neglect the preparation required to execute quality training. Completing the plan is necessary for good training, but is not sufficient by itself. Planning and preparation are two of the training management phases outlined in FM 7-0. The most difficult work is preparation, where the detailed integration is completed. If you've ever attended a substandard training event, chances are that the leadership had a plan but didn't prepare for it. FM 7-0 describes preparation in several parts (such as training the trainers and rehearsals) that overlap with the eight-step training model. Several parts of the troop-leading procedures (TLPs) described in FM 5-0, The Operations Process (such as conducting reconnaissance, issuing the order, and

supervising and refining) also overlap with the eight-step training model (see figure). The preparation steps are essential skills that small-unit leaders must know and demonstrate.

### **Step 2: Train and certify leaders**

Training the trainer is a critical step during the preparation phase. This allows commanders to ensure that their subordinate leaders are knowledgeable and qualified to evaluate the training. It also allows leaders to extend their influence by empowering subordinates to achieve clear standards.

Failure to complete this step results in Soldiers who are not confident in their leadership and leaders who are not clear on the training standards.

### **Step 3: Conduct a reconnaissance**

Found in the eight-step training model and in TLPs, conducting a reconnaissance is an important task whether conducting training or executing a mission. Leaders not only review the location where the training will be conducted, but check to ensure that resources are coordinated and prepared for execution.

### **Step 4: Issue an order for the training**

Leaders issue orders to establish clear tasks, conditions, and standards. This includes a concept of operations that describes how training objectives will be met, a concept of sustainment that lists the resources required and the individuals tasked to lead different parts of the training, and a timeline. Although verbal orders can be issued, written orders are more effective. Written orders become a reference for all and can be quickly disseminated and reviewed. Verbal orders require leaders to constantly repeat information, which becomes less clear with dissemination. Writing down the details of a plan avoids this problem.

### **Step 5: Rehearse**

Rehearsals are critical steps in the eight-step training model and in TLPs. The four types of rehearsals described in Appendix I of FM 5-0 are—

- Back brief.
- Battle drill/standing operating procedure rehearsal.
- Combined arms rehearsal.
- Support rehearsal.

Rehearsal techniques are limited only by leader creativity and available resources, but FM 7-0 describes six common methods:

- Network.

- Map.
- Sketch map.
- Terrain model.
- Reduced force.
- Full-dress.

Leaders select the type and technique of rehearsals and are most effective when they combine and integrate them into their timeline.

### **Step 6: Execute**

Leaders and units learn best by doing, not by being lectured. Classroom environments or online training can be effective in limited circumstances, but they are not appropriate for most Soldiers training. Commanders should allow their units the freedom to make mistakes and learn through experience, rather than through a lecture. As units improve, leaders can increase training complexity by having Soldiers perform tasks under new conditions. The same task can be done at night; in a nuclear, biological, or chemical environment; with a different leader in charge; or with any combination of these variables. These differences will reflect the changes that units may face downrange.

### **Step 7: Conduct an after action review (AAR)**

With contractors and other outside trainers conducting more Army training in the last 10 years, junior leaders have less experience conducting AARs. I was surprised to be approached by a company commander who asked for help conducting the AAR that would follow an upcoming training event. This reinforced the importance of the eight-step training model. One of the best references available for AARs is *A Leader's Guide to After Action Reviews*. It is available on the Army Training Network at <https://atn.army.mil>.

AARs can be formal or informal. Formal AARs are typically held at the company level and above, although they might also be conducted for small-unit gunnery or platoon situational training exercises. Informal AARs are usually conducted at the platoon level and below. Informal AARs can be done at any time during any training and have the advantage of giving Soldiers and units immediate feedback.

Soldiers and units can learn from their efforts and quickly adapt to future operations.

There's an art and a science to conducting an AAR. *A Leader's Guide to After Action Reviews* describes the mechanics, but does not describe the interpersonal skills necessary to make an AAR truly effective. I've seen many AARs where the audience is silent, reluctant to talk, or quick to shut down discussion. Like any task, conducting AARs is a skill that can be improved with practice. Preparing for this as a part of the eight-step training model will lead to improvement.

## **Step 8: Retrain**

The eight-step training model is often reduced to just seven steps, with retraining completely ignored. This is a significant error, since retraining allows units to demonstrate competency and confidence in themselves and their leaders. Dedicating time to retraining allows even the best units to sustain their strengths, improve their performance, or expand their skills through adding a layer of complexity by performing the training at night, with a junior leader in charge, or some other variation to challenge the unit.

The eight-step training model has significant overlap with TLPs, making it especially effective for leaders at the company level and below. Leaders can implement the eight-step training model to develop effective training and simultaneously implement TLPs.

Although the eight-step training model is numbered, leaders must realize that it is not meant to describe events in sequence. As with TLPs and the military decision making process, the eight-step training model is not linear. Leaders most effectively implement these approaches incrementally, by thinking through all the steps and identifying where and how information is related. Leaders frequently revisit these steps to ensure integration. For example, leaders need to identify the type and technique they will use for their rehearsal.

This specific guidance needs to be published in the written order, and leaders must be trained and certified to ensure that they are adequately prepared for a specific task.

A leader who follows the eight-step training model in a lockstep manner will miss this integration.

## **18 Environmental Issues**

(1) Protecting our environment is everyone's responsibility. Failure to do so can result in prosecution as a federal offense. All Soldiers must know what they can and cannot do.

(2) Accidental spills of hazardous waste or hazardous materials may damage the environment, sometimes severely so. These materials include battery acid, oil-based paints, organic paint thinners and solvents, pesticides, and petroleum products, oils and lubricants.

(3) When changing oil in your POV or tactical vehicle, be sure to collect all used oil and dispose of it properly either at a service station or at your local hazardous waste collection facility.

(4) Always take immediate measures to contain a spill (depending on your level of hazardous material response training). Large spills of extremely flammable or otherwise

hazardous materials normally require a higher level of response. Your first duty should be to report the spill and request assistance.

(5) Spills of any type should be reported to the fire department first and then to the environmental division. Please call 911 at each installation or call the JBER fire department at 384 0774 or Fort Wainwright fire department at 353-7470.

(6). The Environmental Division of the 673<sup>rd</sup> Civil Engineer Group handles all environmental matters on JBER. Please call 384-3003/2440 for further guidance and/or questions. The Environmental Division of the Director of Public Works at Ft Wainwright handles all environmental matters on Ft Wainwright and can be reached at 361-9686.

## **19 Outdoor Recreation**

(1) JBER outdoor recreation center, 384-1475/76.

(2) Fort Wainwright outdoor recreation center, 361-6349 or sports store 356-1031.

(3) At Fort Greely go to the Environmental Office at the hangar on Allen Army Airfield to obtain permission to hunt and fish on post. Contact them at 873-1416.

(4) JBER, 552-2023.

(5) Seward Armed Forces Recreation Center, (907) 224-2654/59.

The above agencies information can be accessed at <http://www.armymwr.com/installation/alaska.aspx>.

## **20 Arctic Leader/Family Time and Payday Activities**

(1) Soldier and Family well-being is an Army priority. To ensure balance between personal time and performance of military duties, three Fridays per month have a dedicated purpose. The first Friday following the end of the month pay cycle is designated as Payday Activities. The second Friday of the month is designated Arctic Leader Time, designed to emphasize leader development and training of Army Values. The third Friday of the month is designated as Arctic Family Time, dedicated to Soldiers and families. The remaining Fridays in each month are normal duty days

(2) USARAK Arctic Leader/Family Time. Key elements of USARAK's Arctic Leader/Family Time include:

(a) **Arctic Leader Time** is observed on the second Friday of each month. Commanders at all levels will use Arctic Leader Time (1500-1700) for Soldier leadership development. Junior leaders should take charge of this time and use it to strengthen relationships with their subordinates. If the second Friday is

designated a training holiday, Arctic Leader Time will be observed on the previous workday of that week.

(b) **Arctic Family Time** is observed on the third Friday of each month. All training, maintenance and administrative functions are to end early to enable Soldiers' release from duty no later than 1500. If the third Friday of the month is designated a training holiday, Arctic Family Time will not be observed for that month.

(c) **USARAK Payday Activities.** All USARAK units will observe payday activities on the first Friday following the end of month pay cycle. Dates will be identified by USARAK in the annual/quarterly training guidance and the Master Training Calendar.

(1) Recommended morning activities on USARAK Payday include: unit physical fitness training/unit run; Army Service Uniform (ASU) and room inspections; award ceremonies (in conjunction with ASU uniform inspections); monthly counseling and administrative actions.

(2) Commanders will release Soldiers from nonessential duties for personal activities by 1200.

(3) Brigade Commanders identify and approve essential functions and missions for exclusion from this policy. Examples include unit staff duty, designated guard duty, courts-martial and approved field training exercises. The Commanding General is the approval authority for other exceptions to this policy.

(4) Unit training schedules will reflect Payday Activities, Arctic Leader Time, and Arctic Family Time.

(5) In order to provide more predictability to Soldiers and their Families, commanders will not schedule training or other activities during the weekend or holidays which can otherwise be accomplished during week days. Approval for weekend training is part of the QTB process. Any unforeseen circumstance which requires Soldiers to work outside normal duty hours requires CG approval. United States Army Alaska (USARAK) Arctic Family Time and Payday Activities (CG Policy #0-15)

## **21 Closing**

This standards guide is meant to provide you with valuable information about Alaska, this command and some of the standards expected of all Soldiers assigned or attached to USARAK. However, it does not provide all the answers or regulatory guidelines for Soldiers and leaders. Follow published standards and command policy, and you will find your assignment and tour in Alaska a great place to Soldier and live.

FOR THE COMMANDER:

OFFICIAL:

TERRY D. GARDNER  
Command Sergeant Major, USA

BRYAN R. OWENS  
Major General, USA  
Commanding

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## 22 Appendixes

### 22.1 Appendix A: References

#### Section I Related Publications

AR 20-1 .....	Inspector General Activities and Procedures
AR 25-400-2.....	The Army Records Information Management System (ARIMS)
AR 27-3.....	The Army Legal Assistance Program
AR 190-5.....	Motor Vehicle Traffic Supervision
AR 215-1 .....	Morale, Welfare, and Recreation Activities and Nonappropriated Fund Instrumentalities
AR 385-10.....	The Army Safety Program
AR 600-8-10.....	Leaves and Passes
AR 600-9.....	The Army Weight Control Program
AR 600-20 .....	Army Command Policy
AR 600-25 .....	Salutes, Honors, and Visits of Courtesy
AR 601-280 .....	Army Retention Program
AR 608-1 .....	Army Community Service Center
AR 608-48 .....	Army Family Team Building (AFTB) Program
AR 608-99 .....	Family Support, Child Custody, and Paternity
AR 621-5 .....	Army Continuing Education System
AR 635-200 .....	Active Duty Enlisted Administrative Separations
AR 670-1 .....	Wear and Appearance of Army Uniforms and Insignia



## Referenced Forms

AR 930-4 .....	Army Emergency Relief
AR 930-5 .....	American National Red Cross Service Program and Army Utilization
CTA 50-900 .....	Clothing and Individual Equipment
DA Circular 608-06-1 .....	Better Opportunities for Single Soldiers
DA Pamphlet 200-1 .....	Environmental Protection and Enhancement
DA Pamphlet 350-20 .....	Unit Equal Opportunity Training Guide
DA Pamphlet 600-85 .....	Army Substance Abuse program Civilian Services
TC 3-22.20 .....	Physical Fitness Training
ATP 5-19 .....	Composite Risk Management
USARAK Circular 351-1 .....	United States Army Garrison FWA Schools-Schools, Class Schedules, and Course Descriptions
USARAK Pamphlet 385-4 .....	Risk Management Guide for Cold Weather Operations
USARAK Regulation 190-1 .....	Physical Security
USARAK Regulation 190-13 .....	Conservation Program-Enforcement of Hunting, Trapping, and Fishing on Army Lands in Alaska
USARAK Regulation 215-1 .....	Installation Morale, Welfare, and Recreation Fund Fund Council
USARAK Regulation 350-1.....	United States Army Alaska Training Directive
USARAK CG Policy #0-14.....	Cold Weather Physical Training Policy
USARAK CG Policy #0-08 .....	Off-Duty Employment Policy
USARAK CG Policy #0-15 .....	Arctic Family Time and Payday Activities

**Section I**  
**Referenced Forms**

DA Form 31 .....Request and Authority for Leave

DA Form 1103.....Application for Army Emergency Relief (AER)  
Financial Assistance

DA Form 2028.....Recommended Changes to Publications and Blank  
Forms

OF Form 346.....US Government Motor Vehicle Operator’s  
Identification Card

USARAK Form 877-E.....Weapons Registration Form