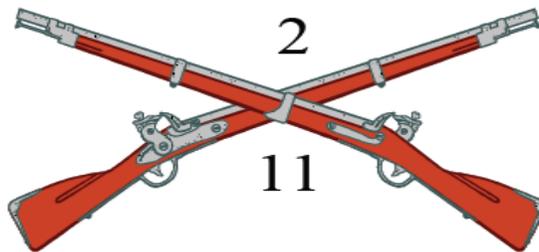


IBOLC STANDARDS BOOK





DEPARTMENT OF THE ARMY
HEADQUARTERS 2nd BATTALION, 11th INFANTRY REGIMENT
199th INFANTRY BRIGADE
FORT BENNING, GEORGIA 31905-5000

ATSH-TPB

6 June 2016

MEMORANDUM FOR 2nd Battalion (IBOLC), 11th Infantry Regiment

SUBJECT: Standards Book

1. 2nd Battalion (IBOLC), 11th Infantry Regiment prides itself in the professional conduct of its Cadre and Students, with the explicit mission the train, educate, and inspire adaptive and ready leaders. The IBOLC Standards Guide is issued to all Cadre and Students during in- processing. All service members assigned to the battalion will obey the standards outlined in the Standards Guide at all times, as well as all Army, TRADOC, MCoE, Brigade, and Battalion regulations and policies, to include policies on SHARP, EO, EEO, hazing, bullying, social media, and media interactions.
2. I fully expect every Cadre Member and Student to adhere to these standards and, if necessary, take corrective action to enforce compliance. Violations of the standards and policies herein are subject to punishment under the Uniform Code of Military Justice and adverse administrative action.
3. We are professionals and will at all times conduct ourselves to bring credit upon the Army and the unit "One Team One Fight." Train the Leader!
4. Point of contact for this memorandum is the 2-11 IN (IBOLC) Battalion Executive Officer at 706-545-8192.

Handwritten signature of Travis S. Elliston in black ink.

TRAVIS S. ELLISTON
CSM, USA
Command Sergeant Major

Handwritten signature of Matthew W. Weber in black ink.

MATTHEW W. WEBER
LTC, IN
Commanding

2-11th INFANTRY BASIC OFFICER LEADERS HANDBOOK**TRAIN THE LEADER STANDARDS****TABLE OF CONTENTS**

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1. **PURPOSE.** The purpose of this pamphlet is to inform 2-11th Infantry Regiment Soldiers of basic standards of appearance, conduct, military courtesy, and need-to-know information.
2. **GENERAL.** Cadre and students must project a professional military image. There must be no doubt that they live by a common standard and are responsible for maintaining military order and discipline.
3. **RESPONSIBILITIES.** Commanders are responsible to ensure Soldiers under their command present a neat and professional appearance. Platoon Trainers/Platoon Sergeants and Squad Trainers are responsible for the appearance and behavior of subordinate Soldiers in their charge. Each Soldier has the duty to take pride in his appearance and actions at all times.
4. **2-11th INFANTRY REGIMENT MISSION CONCEPT.** The mission of 2-11th Infantry Regiment is to train, educate and inspire agile and adaptive Infantry Lieutenants that are ready today to lead platoons in any operational environment and relevant for tomorrow's challenges.
5. **WEAR OF THE UNIFORM.**
 - a. Your uniform identifies you as a member of both the United States Army, and 2-11 Infantry. This is a proud organization; we wear our uniform with pride.
 - b. Mixing of civilian clothing and military items, unless prescribed by AR 670-1, is prohibited. The black overcoat/raincoat, black windbreaker, items of the IPFU, and footwear may be worn with civilian clothing as long as the insignia of rank is removed.
 - c. Soldiers will not remove their ACU top while driving their POV; the only item that may be removed while driving a POV is the headgear.
6. **UNIFORM APPEARANCE.**
 - a. All personnel will maintain a high standard of dress and appearance. Uniforms will fit properly; trousers, pants should not fit tightly and Soldiers must keep uniforms clean and serviceable. Soldiers must project a military image that leaves no doubt that they live by a common military standard and are responsible to military order and discipline.
 - b. Cadre/students will not have facial hair while assigned or participating in IBOLC training.
 - c. Sunglasses:

1) Conservative prescription and non-prescription sunglasses are authorized for wear when in a garrison environment, except when in formation and while indoors. Individuals who are required by medical authority to wear sunglasses for medical reasons other than refractive error may wear them, except when health or safety considerations apply.

2) Restrictions on eyeglasses and sunglasses.

a) Eyeglasses or Sunglasses that are trendy, or have lenses or frames with designs, or other adornments are not authorized for wear. Soldiers may not wear lenses with extreme trendy colors, which include but not limited to; red, yellow, amber, and blue, green, and orange. Lens colors must be traditional gray, black, or clear shades. Personnel will not wear lenses or frames that are so large or so small that they detract from the appearance of the uniform.

b) Personnel will not attach chains, bands, or ribbons to eyeglasses. Eyeglass restraints are authorized only when required for safety purposes. Personnel will not hang eyeglasses or sunglasses from their neck or uniform, or wear them on top of their head or headgear.

d. Bags. Soldiers may carry civilian gym bags, civilian rucksacks, or other similar civilian bags while in uniform. If Soldiers choose to wear a shoulder bag while in uniform, the bag must be black, ACU, or OD green with no other colors and may not have any logos. There is no restriction on the color of civilian bags carried in the hand.

7. THE DUTY UNIFORM.

a. The ACU will not be worn for commercial travel unless authorized by AR 670-1, paragraph 1-10c. The only exception to policy is for Soldiers participating in the rest and recuperation program (EML). Any other exception to policy must be submitted to the Deputy Chief of Staff, G1 for approval.

b. Soldiers will not wear the ACU in off-post establishments that primarily sell alcohol. If the off-post establishment sells alcohol and food, Soldiers may not wear the ACU if their activities in the establishment center on drinking alcohol.

c. The ACU is issued as a combat uniform and is not intended for wear as an all-purpose uniform when other uniforms, such as the ASU or mess uniform, are more appropriate. The ACU is not normally considered appropriate for social or official functions off the installation, such as memorial services, funerals, weddings, inaugurals, patriotic ceremonies, etc.

d. The ACU will be loose fitting and comfortable; alterations to make them fit tightly are not authorized.

e. Coat

- 1) Cadre will wear the 199th IN BDE unit patch. Students will wear the patch of their first duty assignment.
- 2) The coat is normally worn outside the trousers. The coat will not extend below the top of the cargo pocket on the trousers and will not be higher than the bottom of the side pocket on the trousers. The coat may be worn inside the trousers when directed by the commander (i.e. when wearing the outer tactical vest).
- 3) Sleeves will be worn down at all times, not rolled or cuffed. The moisture wicking tan t-shirt or cotton t-shirt is worn underneath the coat, and is tucked inside the trousers at all times.

f. Trousers.

- 1) Soldiers will wear the trousers tucked into the top of the boots or bloused using commercial blousing devices or the draw strings at the bottom of the trousers. When bloused, the trouser should not extend below the third eyelet from the top of the boot.
- 2) The trousers must be worn with a belt.

g. Headgear.

- 1) ACU patrol cap is the standard headgear for all Soldiers. The ACU patrol cap is worn with the ACU in the field environments when the ACH is not worn. Personnel wear the ACU patrol cap straight on the head so that the cap band is parallel to the ground. The patrol cap will fit snugly and comfortably around the largest part of the head without distortion or excessive gaps. No hair should be visible on the forehead beneath the cap. Sewn or pin-on rank is worn on the ACU patrol cap. The last name tape will be worn centered on the back of the ACU patrol cap.
- 2) Beret. The black beret is authorized for wear with the ASU's and mess uniform. It will not be worn with the duty uniform, or during field training. The only exception to this policy is when it is the uniform for a ceremony.
- 3) Microfleece cap. The microfleece cap is worn with the ACU in the field environment when the ACH is not worn, or on work details, or in other environments where the wear of the ACU patrol cap is impractical due to temperatures, as determined by the commander. Personnel wear the microfleece cap pulled down snugly on the head. Soldiers will not roll the

edge of the cap. Standards of wear and appearance specified in paragraphs 1-7 and 1-8 of AR 670-1 apply at all times.

h. Boots

1) Army combat boots (hot-weather and temperate-weather). Made of tan rough-side-out cowhide leather with a plain toe and rubber tan outsoles. The boots are laced diagonally with tan laces, with the excess lace tucked into the top of the boot under the bloused trousers, or wrapped around the top of the boot. A rubber outsole is the only outsole material that currently meets the need for durability and traction on surfaces.

2) Optional boots. Soldiers may wear commercial boots of design similar to that of the Army combat boot (tan), as authorized by the commander. The boots must be made of tan rough-side-out cowhide leather; 8 to 10 inches in height, with a plain toe, and have a tan rubber outsole. Soldiers may wear optional boots in lieu of the standard issue army combat boots; however, they do not replace issue boots as a mandatory possession item.

i. Gloves. Soldiers may wear gloves with the ACU, however they will not have logos visible on them and they will be tan, black, or green in color, as prescribed by the commander. In garrison all gloves worn with the duty uniform must be black.

j. Hydration system. Commanders may authorize the use of a black or AC-pattern personal hydration system in a field environment, high-heat areas, or on work details.

8. UNIFORM FOR TRAINING.

a. For all training Soldiers will wear at a minimum: ACUs complete with patrol cap, gloves, eye protection, hydration system, Fighting Load Carrier (FLC), knee/elbow pads at the student's discretion. Any deviation to the above uniform must be authorized by the commander. The MOLLE rucksack with sustainment pouches, ACH, and IOTV will be available for use as directed by the commander when appropriate to the environment and training being conducted. IOTV and ACH will be worn during all Urban Operations training.

1) The ACH will be worn with the chinstrap fastened. The camouflage band will be secured with 550 cord and not to interfere with the helmet mount.

2) Soldiers will carry as a minimum two 1-quart canteens attached to the FLC, they may also carry a hydration system but it does not constitute as a replacement for the canteens it's merely an additional source of water.

The hydration system will be plain black or ACU. No other colors are authorized.

3) The IOTV will be worn closed at all times, with the name tape and rank affixed to it for identification.

b. Reflective belt. The adjustable yellow reflective belt will be worn during PT, attached to the outside of the rucksack when conducting foot marches or when safety considerations apply.

c. The microfleece cap may be authorized for wear beneath the ACH under field conditions when specified by commanders for low temperatures. It also may be worn while sleeping under field conditions.

d. Patrol cap is the default headgear for training outdoors. ACH will be worn at night for use of NVGs, during actions on the objective beyond the ORP during STX training, during all Live-Fire Exercises, and during all Leader Forge and CCME training events.

e. Eyewear. When issued, protective eyewear will be worn at all times.

f. Medical Bands. Soldiers identified with the following conditions will be marked with the correct colored 3/8 inch tape on the left shoulder of their FLC.

1) **Red Tape**- Previous hot weather casualty

2) **Blue Tape**- Previous cold weather casualty

3) **Yellow Tape**- Allergic reaction (bee sting, ants, poison ivy)

9. FIELD ENVIRONMENT

a. IBOLC spends a considerable amount of time in the field environment for both skill specific training, and scenario based training. The following measures will ensure there is no special treatment of either gender.

b. When changing clothes, to include undergarments, IBOLC Cadre will ensure all students, regardless of gender, do so in a modest manner, utilizing a poncho when necessary, to maintain the tactical nature of the training event when applicable.

c. No student, regardless of gender, will utilize a hardstand latrine or have a partitioned area to change in away from their fellow students unless both genders are given the same option. This prevents special treatment of either gender.

d. If field latrines are used during tactical scenarios: the field latrine will be contained in the confines of a patrol base and will be surrounded by ponchos on three sides in order to provide privacy for all students. This can be achieved with three or four ponchos. The height of the poncho wall will ensure semi-privacy while maintaining tactical considerations. IBOLC Cadre will inspect the poncho wall and latrine to ensure semi-privacy prior to student utilization of the field latrine. The ponchos will be carried by the student medic or assigned student. All ponchos will be clean and serviceable prior to movement.

e. If any hygiene products are used in the field environment, students will maintain them for the duration of the patrol. Used products that are not biodegradable will not be buried or thrown into the field latrines; they will be disposed of during refit, or as cadre logistical operations allow.

f. Cell Phones and Photography. Students will at no time be allowed to possess cell phones, tablets, or other communication devices while conducting training, unless approved on a case-by-case basis by their Platoon Trainer, or when used as an emergency communication device during land navigation training. Cadre executing land navigation training will ensure the devices are controlled, and used only for emergencies. All photography, to include video photography, of IBOLC training events will be conducted utilizing government procured equipment, and approved by the chain of command. Exceptions to this procedure will be approved by the Battalion Commander when a legitimate need exists to capture images or video utilizing a non-standard camera or recording device.

10. WINTER UNIFORMS.

a. Cold Weather Underwear. Will be determined by the commander and leaders are responsible for ensuring it is removed when conducting training to prevent overheating of Soldiers.

b. The neck gaiter is authorized for wear when prescribed by the commander but it will not interfere with vision or headgear.

c. The GORETEX outerwear, and other versions of under garments (polypro, thermal wear, etc.) are authorized for wear. Wearing of cold- and wet-weather gear be supervised, and inspected, prior to conducting training by leaders as mentioned above.

11. IMPROVED PHYSICAL FITNESS UNIFORM (IPFU).

a. The Improved Physical Fitness Uniform (IPFU) is the Army PT uniform.

1) Soldiers may wear all or parts of a serviceable and clean IPFU while off-duty or off-post. This not only accommodates the increasing number of

Soldiers who engage in off-post fitness activities, but also allows Soldiers to demonstrate their pride in being in the Army. Ensure your attire is appropriate for the activity you are engaged in.

2) The IPFU will not be worn in the PX or the Commissary.

3) The IPFU is not the daily duty uniform.

4) The wear of the VIBRAM Five Finger shoes or barefoot running style shoes is not authorized while in IPFU, indoors as well as outdoors.

b. The Summer IPFU consists of IPFU Army black t-shirt (tucked into shorts), Army black shorts, yellow reflective belt, crew cut socks, and running shoes. Crew cut white or black socks or ankle socks must cover the ankle bone, with no markings or logos.

c. The Winter IPFU consists of IPFU Army sweat suit (black running pants and workout jacket), black shorts, IPFU Army black long-sleeve shirt, yellow reflective belt, crew cut socks, and running shoes. The shirt will remain tucked in at all times.

1) The Army authorized black leather gloves with inserts and other versions of commercial gloves are authorized but will be determined based on weather.

2) The microfleece cap will be worn based on weather.

d. The yellow reflector belt must be worn with the IPFU when conducting physical training.

e. The wear of compression shorts is authorized with the IPFU. When wearing biking shorts with the IPFU shorts, the only authorized color is black, and they must not have any markings visible.

f. Civilian gym clothes are not authorized at any point during the duty day.

12. JEWELRY.

a. A wrist watch or a wrist identification bracelet, including conservative style POW/MIA identification bracelet (only one item per wrist), and up to one ring per hand are authorized with Army uniforms unless prohibited for safety or health reasons. The style must be conservative and in good taste.

b. Piercings:

- 1) Male soldiers are not authorized to wear any type of earring when in uniform or when wearing civilian clothing while on any military installation.
- 2) Body piercing, such as wearing an earring stud through the tongue or nose, is not authorized.

13. PERSONAL HYGIENE.

All Soldiers are expected to abide by Army hair and fingernail standards and grooming policies.

a. Hair: Many hairstyles are acceptable in the Army. As long as the Soldier's hair is kept in a neat and clean manner, the style's acceptability will be judged by the criteria described below. Extreme or fad haircuts/styles are not authorized. If dyes, tints, or bleaches are used, colors must be natural to human hair and not present an extreme appearance. Lines or designs will not be cut into the hair or scalp. Styles of hair and texture differ among different ethnic groups and these differences affect the length and bulk of hair, as well as the style worn by each Soldier. Haircuts, without reference to style, will conform to the following standards:

- 1) The hair on the top of the head will neatly groomed. The length and bulk of the hair will not be excessive or present a ragged or extreme appearance. The hair will, at a minimum, present a tapered appearance, where the outline of the Soldier's hair conforms to the shape of the base of the neck. When the hair is combed, it will not touch the ears, eyebrows or collar, except for the closely cut hair at the back of the neck. The block cut fullness in the back is permitted to a moderate degree, as long as the tapered look is maintained. In all cases, the bulk or length of hair may not interfere with the normal wear of headgear, or equipment.
- 2) Not authorized to wear braids, cornrows, or dreadlocks (unkempt, twisted, matted individual parts of hair) while in uniform or in civilian clothes on or off duty.
- 3) Sideburns will be neatly trimmed. The base will be clean-shaven horizontal line that is not flared. Sideburns will not extend below the lowest part of the exterior ear opening. Sideburns must not present a faddish appearance and must compliment the hair style.
- 4) The face will be clean-shaven (including prior to the first daily formation/physical training, and over weekends and off-duty periods while on post). If beard growth is prescribed by an appropriate medical authority, the length required for medical treatment must be specified however the length will not exceed $\frac{1}{4}$ inch. The soldier must carry a copy of the beard profile on his person at all times.

b. Fingernails. All personnel will keep fingernails clean and neatly trimmed so as not to interfere with performance of duty, detract from the military image, or present a safety hazard.

c. Hygiene and body grooming. Soldiers are expected to maintain good daily hygiene and wear their uniforms so as not to detract from the overall military appearance.

d. Tattoos. Tattoos, body marks, and other disfigurements which do not reflect maturity and professionalism are highly discouraged. Tattooing in areas of the body (e.g., hands, knuckles, face, and neck) that would cause the tattoo to be exposed while in the ASU detract from a soldierly appearance, and are not authorized. Tattoos that are obscene, or promote criminal behavior or extremist views are prohibited.

14. OFF-DUTY APPEARANCE.

a. In general, the professional atmosphere and high standards of appearance maintained by uniformed military personnel in the 2-11th Infantry Battalion should carry over into the selection of civilian attire. Wear of appropriate attire avoids public embarrassment and promotes a sense of maturity and professionalism. These standards also assist in the orderly accomplishment of the installation's mission and foster loyalty, discipline, and morale of Soldiers. Accordingly, the following articles of civilian clothing and appearance are inappropriate for wear in service and off-post facilities:

- 1) Clothing worn as an outer-garment which is obviously intended to be worn as an undergarment. This does not include T-shirts.
- 2) Clothing with obscene, slanderous, or vulgar words or drawings. Clothing which makes a disparaging comments concerning the U.S. Government is also prohibited.
- 3) Articles of apparel which depict drugs or drug paraphernalia, or which advocate the use of drugs.
- 4) Bare feet in any facility except one where footwear is not appropriate, such as swimming pools.
- 5) Civilian trousers will not be loosely worn so that the undergarment is exposed.
- 6) Personnel returning from field operations/maneuvers will ensure their uniform is complete, clean, neat and presentable before entering any establishments regardless of time.

15. TIE DOWNS, SETUP, AND MARKINGS



MOLLE Rucksack

- Sleeping Mat will be rolled and stowed between the main and bottom pouch secured with the main compartment straps.
- Hydration bladder can be placed at the top of the ruck under the main flap straps.
- E-Tool will be secured to the MOLLE webbing on the right side of the ruck. (minimum of 1 per fire team)
- 2 quart will be secured to the MOLLE webbing on the left side of the ruck.



- All companies will mark the top carrying handle of the MOLLE with the designated tape. Each strip represents what Platoon they are assigned to. A-Blue, B-Red, C-Green, D-Orange, HHC- Black
- A nametape will be sewn to the top flap of the ruck at the bottom.
- Cat eyes will also be attached IAW Company SOP. (NOTE: All rectangular markings are 1/2" by 1" spaced 1" apart.)



FLC

- A nametape will be sewn onto the back to be legible from the rear of the FLC as shown.
- The FLC will be worn and tied down in the following manner (differs between left and right handed firers).
- Both canteen pouches will be used. One placed at each end of the FLC.
- 3 magazine pouches will be worn. Ensure that magazine pouches are placed where they will be easily drawn with the non-firing hand.
- 2 grenade pouches will be placed on either side between the magazine pouches and canteen pouch. The compass will be placed in one of these pouches (compass should be opposite of firing side)
- An optional pouch may also be worn on the opposite side of the 2 grenade pouches
- Civilian water bottles are not authorized
- At a minimum 1 Canteen pouch with Canteen will be worn.



- Canteens will be tied down with an end of the line bowline to the MOLLE webbing. The other end will be tied with an end of the line bowline and secured around the canteen. (ensure that there is enough 550 cord so that you can still drink from the canteen)



ACH

- The helmet band will have the name sewn on the front right side of the band
- The helmet mount plate will be screwed in properly (ensure Camo band is under NVG mount).
- The only authorized item that can be worn on the ACH/Kevlar is protective goggles with protective covering. (zero cards, oil bottles, ear plugs, etc. are unauthorized)



- The helmet band will also have cat eyes sewn on the back and placed under the back flap of the ACH cover.
- The helmet band will be secured under the ACH cover with gutted 550 cord, and tied with a square knot and two half hitches to the anchors inside the Kevlar between the 8 and 2 o'clock positions.



IMPROVED OUTER TACTICAL VEST (IOTV)

- Body armor will always be worn with the front and back plates. At no point will the plates be taken out. Additionally, all body armor must have rank and last name attached to the hook/pile tabs on the top for accountability purposes.

SENSITIVE ITEMS TIE DOWN

All sensitive items must be tied down at all times. There are no exceptions to this policy. As soon as equipment is drawn from the arms room it must be immediately tied down. All equipment will be either tied down to the weapon system, the rucksack, or the FLC with an end of the line bowline and half hitch.

M68 Close Combat Optic (CCO), and M145 Machine Gun Optic (MGO)



The CCO and MGO will be tied down using a square knot and half hitch of gutted 550 cord fastened tightly around the optic forming an X. The free running end will be attached to the slip ring of the M4 (as shown) or securely attached to the M240 or M249 receiver using an end-of-the-line bowline secured with a half-hitch.

AN/PVS-14



The PVS-14 will be tied down with a square knot and half hitch of gutted 550 cord fastened tightly around the main body of the NVG and battery compartment forming an X. Be sure not to interfere with the mounting of the device. The free running end will be tied off (via a bowline knot with a half-hitch) to the shoulder strap of the FLC or to the tied down ACH band.

AN/PEQ-15



These devices will be secured using a square knot and half hitch of gutted 550 cord fastened tightly around the device. The 550 cord should be wrapped width and length wise and securely tied. Care must be taken to ensure the tie-down does not interfere with either mounting or operation of the device. The free running end will be tied down to the slip ring on an M4 or to the trigger guard or mounting rails on a machine gun.

AN/PSN-13 DAGR



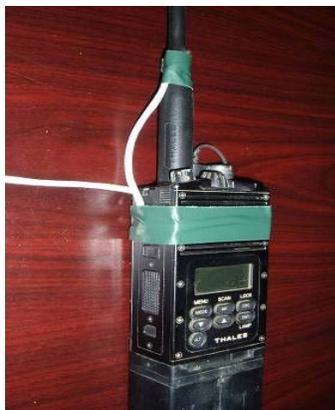
The DAGR will be tied down utilizing gutted 550 cord routed around the unit, tied in an end-of-the-line bowline, and then taped over. The free running end will be tied off (via a bowline knot with a half-hitch) to the handle or D-ring of the ruck or FLC.

RT1523E ASIP



The radio and its components will be secured using a single piece of gutted 550-cord tied with an end-of-line bowline and secured with a half hitch through the hole on the top left of the RT unit. The cord will then be secured around the antenna using a square knot. The short running end of the square knot will be tied using an end-of-line bowline with half hitch around the handset cord. Tape will be wrapped around the square knot on the antenna to reinforce the tie down. The free running end will be tied to the rucksack using an end-of line bowline with half hitch.

MBITR



The MBITR (AN/PRC-148) radio will be secured with a single piece of gutted 550-cord. The cord will be tied around the main unit and then secured with tape. In addition, this cord will also be tied with a square knot around the antennae and secured with a piece of tape. The free running end will be tied to the webbing provided on the FLC using an end-of-line bowline with half hitch.

MACOM RADIO



The MACOM radio, when passed to students, must be tied down. A piece of gutted 550 cord will be tied with a square knot around the antennae and a square knot with half hitch around the main body. Both will be secured with a piece of tape. This tape will interfere with changing of the battery and will have to be re-taped after changing the battery. The free running end will be tied to the webbing provided on the FLC using an end-of-line bowline with half hitch.

PACKING LIST SUMMER/WINTER.

a. The following packing list is the minimum summer packing list for any field exercises or foot march. The packing list may be modified at the discretion of the Commander.

OUTSIDE OF THE RUCK	INSIDE OF RUCK	OPTIONAL ITEMS
2 Quart canteen with cover and cup	<i>In waterproof bag</i>	Ziploc bags
Reflective Belt	2 pair of ACU's complete	Bungee cords
Wet weather top (left sustainment pouch)	4 pair of socks	Bug spray
Wet weather bottom (left sustainment pouch)	Poncho liner	Sunscreen
Poncho (left sustainment pouch)	ECWCS Level 1 top/bottom	Headlamp/ flashlight
BFA Blank firing adapter (top flap of cover)	4 t-shirts	Snap links to secure gear
Weapons cleaning kit (top flap of cover)	Green sleeping bag	Camelbacks
Sleeping mat secured by straps of the MOLLE	Hygiene kit	Spare batteries
Elbow/knee pads (right sustainment pouch)	Bivy cover	
1 pair of socks (right sustainment pouch)	Running shoes	
1 tan t-shirt (right sustainment pouch)	Gloves	
MRE's field stripped in either sustainment pouch	1 Brown towel	
Ranger Handbook (top flap cover)		
ACU patrol cap (top flap cover if not worn)		
E tool with carrier (2x fire team)		

b. The following are additional items required for the winter packing list for field events. This packing list may be modified at the discretion of the Commander.

INSIDE RUCK	A BAG (one per team)
Fleece top	<i>Contingency bag (this bag will be set aside in case of extreme weather emergency)</i>
Fleece bottom	
Black sleeping bag	
Gortex top	1 pair of ACU's complete (per soldier)
Green micro fleece watch cap	1 pair of boots (per soldier)

16. ACCOUNTABILITY.

Accountability of equipment must be maintained at all times. This begins and ends in the arms room, with the Battalion S4, and within the company and platoon. All equipment must be properly signed out.

a. Arms Room Equipment must be signed out of the arms room on a FB Form 23. Platoon armorers will prefill these sheets out to facilitate smooth equipment draw. The student PSG and platoon armorers must maintain one copy of this form every time they depart to the field in order to conduct sensitive items accountability by serial number when needed.

b. Company Supply. Students will sign for personal equipment from the Company Supply at the beginning of each cycle. These items will be recorded on a DA 2062. It is the responsibility of the student to maintain this equipment.

c. Platoon equipment. Throughout the course students may sign for equipment from their individual platoon. This equipment will also be hand

received on a DA 2062 to ensure accountability. It is the responsibility of the student to maintain this equipment.

1) Sensitive Items Inspections. Sensitive items are as follows: All weapons, NVDs, aiming devices, bore lights, navigation equipment (DAGR), all NETT Warrior components, and communication equipment (as well as their accompanying parts). Additionally, students must inspect individual equipment such as body armor and compass. These items will be **inspected for accountability and tie downs a minimum of twice a day**. At least one of these inspections will be by a serial number. Additional inspections will be conducted during the consolidation phase of each mission, each student change of command, and before and after movement to and from any range. **All inspections are hands on inspections** conducted with cadre supervision.

2) Student Accountability. Accountability of soldiers must be constantly maintained. The student PSG is responsible for maintaining accountability of students in garrison and field environment. During field events, at a minimum, accountability will be taken by head count at the following times:

a) When soldiers depart or arrive back into a patrol base or assembly area.

b) When resuming movement after long halts.

c) When ordered to do so during movements.

d) At Stand To.

e) Any soldier departing the field will first report to their platoon cadre, and turn in sensitive items to the TOC. In garrison, any soldier missing formation or training must notify their student chain of command and platoon cadre to prevent FTR (failure to report) status. Loss of accountability for any soldier must be immediately reported up the chain of command so that the lost soldier policy may be activated.

d. Brass and Ammo inspections. Immediately following the termination of blank-fire training, a brass-and-ammo inspection will be conducted by the student chain of command and will be supervised by cadre. After live-fire training the brass-and-ammo check will be conducted by cadre.

1) Soldiers will double check that all magazines have been unloaded.

2) Soldiers will double check that all weapons are cleared to include spare barrels.

- 3) Soldiers will ensure no additional ammo has been placed in cargo pockets, FLC, or in the ruck.
- 4) Soldiers will not keep any issued ammo without cadre supervision. And blank and live will be separated to prevent any potential injuries.
- 5) All magazines and SAW drums for live-fire training will be marked with red electrical tape or paint to help prevent confusion. Any extra magazines not used for the training will be kept separate in student rucks to reduce the potential for mixing of blank and live ammunition.
- 6) Cadre will brief students on safety and the importance of not picking up any remaining ammunition they encounter in the event it may be live. Any ammunition or magazines found during training must be turned in to the ammunition issue point or cadre for inspection.

17. FIELD RECOVERY OPERATIONS.

Recovery operations are a critical part of training because it ensures that military equipment is quickly and consistently returned to combat-ready condition after periods of extended operations- in the field or otherwise. Maintenance is an integral part of activities in the field, as well as in the administrative environment following field training. Naturally, maintenance in the field will be integrated with training as the tactical situation permits. Platoon Leaders must ensure PMCS is performed on equipment at all times. Preventative Maintenance Checks and Services are recorded on DA Form 2404. DA Form 2404 is the "Equipment Inspection and Maintenance Worksheet" it is the standard form that will be used to perform PMCS on all military equipment in accordance with applicable TM's.

a. Priorities of work are generally:

- 1) M240B machine guns and Basic Issue Items (BII).
- 2) M249 squad automatic machine guns and BII.
 - 1) M203 grenade launchers, M4 rifles and BII
 - 2) NVGs and BII
 - 3) Aiming devices and BII
 - 4) Communication equipment (DAGRs, MBITRs, ASIPs,) and BII
 - 5) Optics (M145, M68) and BII
 - 6) All additional assigned platoon equipment

b. Cleaning Standards

1) “**Level One**”- All dirt, grime, and rust will be removed from the interior and exterior of the weapon. The bore will be swabbed and all metal parts will receive a heavy coat of oil to prevent rust and to break up carbon deposits.

2) “**Level two**”- All carbon will be removed from weapons, to include the bore and the chamber. PMCS will be performed IAW the appropriate -10 manual. All deficient weapons will have a DA form 2404 with deficiencies noted and dated. Deficient weapons will be identified on the arms room forms 2406. Weapons will be stored with a heavy coat of oil on all metal parts to further break up unseen carbon deposits.

3) “**Level three**”- All residual carbon will be removed from weapons. Weapons will be stored with lubrication IAW the -10 manual. Prior to storage in Arms Rooms, the unit chain of command will inspect weapons. Weapons are considered inspect able at this time. Upon return from the field, all equipment will be cleaned, lubricated, inspected and accounted for prior to the company being released. After operations maintenance will be performed under the supervision of the chain of command.

4) “**Level four**”- TALLY turn-in standard. This is the only time the weapon will be cleaned to this standard. All weapons must be 100% no rust, dirt, or carbon. Do not place oil on the weapon after cleaning until inspected or instructed to do so.

18. PHYSICAL FITNESS.

a. Physical readiness is critical to the successful accomplishment of the 2-11 Battalion mission. It is equal in importance to proficiency in military skills, tactical and technical training, and materiel readiness. Every soldier assigned to the unit must be fit to fight, and to close with and kill the enemy. Consequently, every Soldier will strive to conduct physical training a minimum of five times per week. The 2-11 standard is to be able to complete the following in preparation for Ranger School: 5-mile run in under 40 minutes, minimum of 49 push-ups, minimum of 59 sit-ups, and 6 pull-ups palms facing inward. Sports will not be conducted during the hours of 0600-0730. During PT hours all cadre will be present unless otherwise assigned by the commander. No appointments or coordination will be made between PT hours 0600-0730 unless directed by the CDR/1SG. At a minimum there will be 3 cadre present to facilitate and evaluate the lieutenant’s overall performance to include the Platoon trainer. Cadre is not exempt from performing drills or exercises; they will lead from the front and by example in all cases. When lieutenants are

preparing to deploy to the field and conducting PCC/PCI's maximum participation is required from cadre. Cadre will not evaluate from a distance or from their trucks. They will be present and supervise at all times.

b. **Weight Control Program.** The unit has an active weight control program. Soldiers are weighed in the 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 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 of enrollment will be processed for separation or given a bar to reenlistment.
- 7) The only exception to this policy is regarding students. Any students who fails to meet the requirements when in-processing will be counseled and enrolled in the Army Body Composition Program. Students must be within regulation in order to receive a diploma and DA 1059. More detailed guidance is available in the most current ISAP.

19. MILITARY COURTESY.

a. **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.

b. **Salutes.** The exchange of a salute is a visible sign of good discipline, mutual respect, unit pride, and esprit de corps. Each salute should be rendered with a greeting and response. For example "Train the Leader, Sir" the response should be, "Follow me". All soldiers will render the necessary salute unless the act would be impractical (i.e. students conducting tactical training, arms full of packages, etc.), in which case the verbal greeting will still be rendered.

c. **Cell phone etiquette.** Cell phones will be turned off during all briefings and formations. Ear pieces will not be worn during formations or while outdoors. Student cell phones are not authorized in the field unless directed by cadres

for safety e.g. Land Navigation. Only one cell phone is authorized to be worn while in uniform. When talking to a senior noncommissioned officer or commissioned officer, show proper military bearing before answering an incoming call. If the caller does not outrank the individual with whom you are speaking, do not give precedence to the caller except in case of emergency. Cell phone use is not authorized while driving a POV on Fort Benning unless a “hands free” device is used.

d. Retired military personnel should be given the respect normally afforded with their active duty rank.

20. ON- AND OFF-DUTY CONDUCT.

a. 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 both on- and off-duty.

b. Traffic Regulations.

1) Driver’s license. You must possess a valid state driver’s license to operate a privately owned vehicle (POV) on- and off-post. A military operator’s identification card is not a valid license for operating a POV.

2) Seatbelts. Wear all required restraining devices (lap belts, and shoulder belts when so equipped) when riding in any vehicle/

3) Noise. Playing loud music that can be heard outside a POV at a distance of 15 feet is prohibited.

c. Drugs.

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

2) The unit runs an active drug and alcohol program and soldiers can expect random unannounced urinalysis testing.

d. Prohibited Relationships. Fort Benning has a large population of students attending training ranging from Basic Combat Training to advanced Officer education courses. Any relationship between permanent party personnel and IET trainees not required by the mission is prohibited. This prohibition applies to permanent party personnel without regard to the installation of assignment of the permanent party member or the trainee.

21. FIREARMS

Possession, storage, transportation, and safety of firearms and ammunition is governed by MCoE Regulation 190-11. Students and cadre will comply with all pertinent regulations as stipulated by their initial counseling.

22. SOLDIER FINANCES.

a. Soldiers are expected to manage their personal affairs satisfactorily, and to provide adequate support to their family members. Soldiers are paid based on their rank and time in service.

b. Defense Travel Service (DTS) Travel Cards. Soldiers will register for, and are responsible for maintaining, a DTS credit card at all times. A government sponsored travel card can only be used while on official travel status. DTS credit cards are the preferred method of paying for expenses during a PCS move. See the finance office for further guidance on the use of DTS credit cards.

c. Financial assistance. If you need assistance contact your Battalion Unit Financial NCO, or seek help through AER. Make sure you speak to your supervisor before scheduling appointments so they are aware and can help guide you in direction for help regarding your specific issue.

23. EDUCATIONAL OPPORTUNITES.

The Fort Benning Education center (phone (706)545-7397) is located at BLDG 2602 Soldiers Plaza. Their mission is to provide Fort Benning the support of the Army Continuing Education System by building professionalism, encouraging self-improvement, and serving each individual at their academic level of need.

There are several opportunities available for Soldiers, their spouses, and family members. Leaders need to ensure they address this during counseling and afford soldiers the ability to seek guidance from the education office. Leaders should not deter their soldiers from pursuing college however they should help educate them on the importance of balancing or managing their schedule to make sure they do not become overwhelmed or allow it to interfere with their job. Most soldiers fail to take advantage of the programs offered by the Army because of the lack of knowledge. All leaders are required to schedule a meeting with a counselor on what's available so they can speak intelligently if approached by subordinate.

24. AFTER ACTION REVIEWS: Army Training Circular 25-20

a. An after action review is a professional discussion of an event, focused on performance standards, that enables soldiers to discover for themselves what happened, why it happened, and how to maintain strengths and improve weaknesses. The AAR is the keystone of the evaluation process. No leader, no

matter how skilled, will be able to see every aspect of the event or visualize the event from many different perspectives.

b. There are three discussion techniques that can be used when conducting an AAR. These are all a tool to facilitate an AAR that is focused on training objectives.

1) Chronological order of events

2) Battlefield Operating Systems or Elements of Combat Power

3) **KEY EVENTS/THEMES/ISSUES (preferred method for 2-11 IN)**

a) A key events discussion focuses on critical training events which directly support training objectives the chain of command identified before the exercise began. Keeping a tight focus on these events prevents the discussion from becoming sidetracked by issues which do not relate to training objectives.

b) The key events/themes/issues can be focused in several different ways. The following are some recommended focuses

1. Leader Critical Tasks/Decision Points –decision points are points in the operation where the leader (we are focused on developing leaders that know how to think and not what to think) must make a decision based on the information on the battlefield. For example: is the enemy suppressed so that I may flank, according to the terrain how I should attack, according to the human Intelligence I have received how I should react, I have received contact so how should I react. These decision points that will be focused on should be predetermined and explained to the chain of command so they may focus on these objectives during the planning process, rehearsals, execution, and then the AAR.

2. Critical tasks –critical tasks can be anything that you believe would have been imperative to the success of the mission. For Example: was the enemy immediately suppressed as the platoon reacted to contact; was the entire objective suppressed; were successful transitions made during shift fires, initial assault, and consolidation; was the objective effectively isolated. Again, these critical tasks or objectives to be trained should be told to the chain of command so they may focus on them during the planning process, rehearsals, execution, and during the AAR.

3. The decisive point for conducting good AARs will be achieved by selecting proper decision points and critical tasks to focus on and

relaying these tasks to the chain of command so they may focus on them during the entire operation (planning, rehearsals, execution, and AAR). During the AAR, focusing on the leader decision points and critical tasks will ensure that all members of the platoon receive feedback on the leader's accomplishment of these decisions and tasks. It is imperative that everyone understand what the chain of command did and failed to do so that all Soldiers receive the same training. We will never be able to train all tasks so we must focus our training objectives around key events, themes, and issues.

c. **QUICK REFERENCE ON PREPARING AND CONDUCTING THE AAR**

- 1) Determine the decision points, critical tasks, etc. to be evaluated and ensure the chain of command is aware of these things so they will be a focus throughout the operation.
- 2) Focus on your decision points, critical tasks, etc. when conducting your AAR. don't get sidetracked
- 3) Ask leading questions and not yes/no questions. The AAR process is not a time to show off how much you know. It is intended to allow subordinates to discuss and analyze their performance IAW your guidance.
- 4) Don't focus on just negative aspects during the operation. What did the unit do well?
- 5) Remember that the AAR is not an excuse to avoid making on the spot corrections during the operation. Maintain a zero tolerance policy for mistakes made during the operation. If they aren't corrected they will continue.
- 6) An AAR should result in what strengths to maintain and the weaknesses to fix. After the AAR is complete retraining and modifications to SOPs should be made to prevent the same mistakes. Uphold the standards you have emplaced. If the operation was unsuccessful, retrain and reevaluate

25. OPEN DOOR POLICY.

- a. Every Commander from the Brigade Commander down to the Company Commander within the unit has an open door policy. Commanders are available to their Soldiers at all times.
- b. The Army's policy is that each person, regardless of age, sex, race, creed, and national origin, deserves and will have fair and equal treatment.

26. LEAVES AND PASSES.

a. Leave. Soldiers accrue 30 days of leave annually. It is accrued at the rate of 2.5 days each month. Your accrued leave is shown on your Leave and Earnings Statement (LES). 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 which they may not be able to use all at one time. When you submit a request for leave, you are telling the commander that:

- 1) You have sufficient days accrued, or are asking for advanced leave.
- 2) You have enough money to cover your cost of leave and travel.
- 3) You will return on time.
- 4) You know to ask for an extension of leave if necessary.
- 5) You can be contacted at the leave address stated in the event of an emergency.
- 6) You will carry your approved DA Form 31 and Military ID card with you at all times.

b. Passes. A pass is an authorized absence from your unit for a relatively short period of time. Passes are a privilege to be awarded to deserving soldiers by commanders and not a right. Passes are granted only to deserving soldiers, and only when you are not required to perform essential duties.

Passes cannot be taken in conjunction with leave or another pass, and a pass cannot exceed 96 hours.

There is no Battalion distance limitation on a pass. Commanders are authorized to set their own restrictions as they see fit depending on time available and the Soldier's method of travel.

27. SAFETY.

Leaders continually make considered assessments of the risks they are assuming. Safety is both an individual, and a leader responsibility; every soldier in our organization is a "Safety Officer/NCO." Everyone, from the Battalion 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 one of our Soldiers. This section addresses policies and measures you may take to help protect the force. If you need additional information, have suggestions, or wish to report a safety violation, contact the MCOE Safety Office at 6811 Vibbert Ave, BLDG. 18 or contact the Battalion Safety & Occupational Health Specialist at:

Jorge L. Castro office: (706)545-3661, cell (706)604-8572

Email-jorge.castrosr@conus.army.mil

a. **Risk Management.** The OPTEMPO and daily training of Soldiers assigned to the 2-11th Infantry Regiment bring with them 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. The risk management process is listed below:

1) **Hazard Identification.** Detect hazards and risks associated with operations. Identifying risks involves closely looking at each phase of training or operations.

2) **Initial Assessment.** Each hazard is examined, and an initial risk level is determined based on probability and severity. You may use the Risk Assessment Tool to determine the initial risk level for each hazard. The first two steps in the Risk Management Process, hazard identification and initial assessment, make up your risk assessment.

RISK ASSESSMENT MATRIX						
Severity		Probability				
		Frequent A	Likely B	Occasional C	Seldom D	Unlikely E
Catastrophic	I	E	E	H	H	M
Critical	II	E	H	H	M	L
Marginal	III	H	M	M	L	L
Negligible	IV	M	L	L	L	L

E – Extremely High H – High M – Moderate L – Low

PROBABILITY

Frequent	Occurs often; continuously experienced
Likely	Occurs several times
Occasional	Occurs sporadically
Seldom	Unlikely, but could occur at some time
Unlikely	Can assume it will not occur

SEVERITY

Catastrophic	Death or permanent total disability System loss Major property damage
Critical	Permanent partial disability Temporary total disability in excess of 3 months Major system damage
Marginal	Minor injury Lost workday accident Compensable injury or illness Minor system damage Minor property damage
Negligible	First aid or minor medical treatment is required Damage causes minor system impairment

3) **Develop Control Measures and Make Decision.** When risk elimination is not possible, risk will be controlled without sacrificing essential mission requirements.

- a) Develop control measures for each identified hazard to mitigate the severity of the risk associated with the hazard.
- b) Determine if the control measure affects the probability, severity, or both, and determine the residual risk for each hazard.
- c) Determine the overall risk from all of the residual risk. The overall risk cannot be lower than the lowest residual risks.
- d) Make an informed decision at the appropriate level. Accept the mission if the benefits outweigh the cost. The following is a list of approving authority level:

Low risk	Company Commander
Moderate risk	Battalion Commander
High risk	Brigade Commander
Extremely High risk	First GO in the Chain of Command

4) **Implement Controls.** Implement risk control measures. Leaders will integrate procedures for controlling risk into plans, orders, standard operating procedures (SOP's), preliminary training, and other channels that ensure procedures are used during operations. Implementation will involve the chain of command.

5) **Supervise and Evaluate Operations.** Supervision techniques used for overall operations (such as spot checks and performance indicators) will be used for risk control.

b. **POV Safety.**

1) POV accidents are the number one cause of fatalities Army-wide. An alarming numbers of Soldiers are killed and injured every year here, and at every installation across the Army. Everyone, from the individual Soldier to Commanders, must take proactive measures to reduce the number of POV fatalities. Remember, safety does not end when you take the uniform off.

2) The primary causes of accidents are:

- a) Drinking and driving.
- b) Falling asleep at the wheel.

c) Speeding to the point of losing control of the vehicle.

d) Failure to use seatbelts.

3) All Soldiers will complete the POV Risk Assessment ASMIS-1 prior to going on leave, pass, TDY, or PCS. This can be accessed through the Army Combat Readiness Center website at: <https://crc.army.mil/home/>.

4) 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. The checklist below is an example of areas to inspect prior to vehicle operation.

POV CHECKLIST	SATISFACTORY	UNSATISFACTORY
1. HEADLIGHTS: Both high and low beams operational?		
2. BRAKELIGHTS: Operational, lenses intact?		
3. TAILLIGHTS: Operational, lenses intact?		
4. TURN SIGNALS & PARKING LIGHTS: Operational front/rear?		
5. FOUR-WAY EMERGENCY FLASHERS: Operational front/rear?		
6. BACKUP LIGHTS: Operational?		
7. LICENSE PLATE LIGHT: Operational?		
8. TIRES: IAW tread wear indicator, properly inflated, spare tire, jack, lug wrench operational?		
9. WINDSHIELD & WINDOWS: Not cracked, broken or scratched To the degree that it impairs vision?		
10. WINDSHIELD & WIPERS: Both are present, blades are good and operational?		
11. MIRRORS: Interior and exterior are not cracked?		
12. BUMPERS: Not bent or damaged in a way that would be hazardous?		
13. SEAT BELTS: Sufficient number of seat belts for all passengers? Serviceable?		
14. BRAKES: Foot pedal cannot travel more than half way to the floor?		
15. BRAKE FLUID: Filled to appropriate level?		
16. PARKING BRAKE: Adjusted to prevent movement when engaged?		
17. EXHAUST SYSTEM: Free of leaks?		
18. HORN: Functional?		
19. DEFROSTER: Operational?		
20. EMERGENCY EQUIPMENT: (Optional) First aid kit, flashlight, warning triangles, fire extinguisher, blanket, flares, shovel, chains, tools, etc?		

c. Motorcycle Safety.

1) Motorcycle accidents, including ATVs, generally result in serious injuries. Unlike automobiles, motorcycles offer no protection against injury. Avoiding the accident is the only way to prevent injury. To maintain peak performance, motorcycle riders must drive defensively and practice their driving skills.

2) AR 385-10-5 and MCoE Policy #210-5 require that all motorcyclists must successfully complete the Motorcycle Safety Basic Riders Course prior to operating the motorcycle on or off the installation. This class is scheduled through your chain of command. The class is free of charge, and is conducted at regular intervals. For further information contact your Company motorcycle mentor if available, or the Battalion motorcycle mentor.

3) AR 385-10-5 and MCoE Policy 210-10 require that all Soldiers who operate or ride motorcycles on or off installation must wear:

- a) A motorcycle helmet properly fastened (under the chin) that meets the DOT standards at a minimum.
- b) Clear Goggles, or face shield attached to the helmet. Windshields and fairings do not meet this requirement.
- c) Full fingered gloves.
- d) Long-sleeved shirt or jacket
- e) Long trousers (must not be rolled up).
- f) Over the ankle boots.

4) AR 385-10-5 and MCoE Policy 385-10-5 require that the motorcycle be operated with the headlights on at all times, and the motorcycle must have two rear view mirrors, one on each side.

d. **Government Vehicles.** Extra precautions must be taken when operating in or around vehicles. Only licensed vehicle drivers are authorized to operate these vehicles and equipment (water buffaloes, stake bed, Box truck, Busses). Vehicle operators must ensure they follow all technical standards for the safe operation of the vehicle.

1) Vehicle ground guides are required in the following situations:

- a) When vehicles enter/exiting congested, confined, or bivouac areas.
- b) During the movement within or through an assembly area. Box trucks, LMTV/FMTV, busses, and stake beds 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 vehicles path). If the driver loses sight of the ground guide, they will stop the vehicle until the line of sight is regained.

c) When traveling cross-country during periods of reduced visibility (extreme ground fog, snowstorms, etc.).

2) Leaders will ensure:

a) All personnel in the vehicle wear seat belts.

b) If Soldiers ride in the back of vehicles the gate is secure and the load does not exceed the amount allowed and all Soldiers are equipped with advanced combat helmet or the equivalent.

c) No one rides on top of vehicles.

d) Operators have received adequate rest prior to executing missions.

e) Verify load is in compliance with Fort Benning Safety Office standards.

f) Operators strictly adhere to speed limits for the type of vehicle. The following are the maximum speed limits, on Fort Benning, during ideal driving conditions:

1. Soldiers will adhere to the posted speed limit specific to the area of operation.

2. When driving on unimproved roads (firebreaks and trails) Soldiers will not exceed 20 MPH.

NOTE: The above speed limits will be observed unless a lower speed limit is posted.

3) The passenger- carrying capabilities listed below are for normal passenger- carrying operations and are consistent with safety policies and design features of the vehicle.

TROOP CARRYING CAPACITIES

Vehicle - Passenger Capacity

Box Truck- 3

Stake Bed- 3

5 ton- 3

½ ton- 3

Bus- 44

NOTE:

-The TC will be at the decision point, and able to take the appropriate actions.

-The driver and TC are responsible for the safety of the personnel/equipment riding on their vehicle. Drivers and TC's will refuse to move the vehicle if anyone is in an unsafe position or if the vehicle has too many passengers.

e. **Running and Foot Marches on Roadways.** One of the greatest opportunities for danger on Fort Benning is a Soldier or element conducting foot marches during hours of limited visibility. Preventive measures must be taken to ensure the safety of everyone involved in these events. MCOE Pamphlet No. 210-10 list the measures that must occur when Soldiers are running or marching on roadways.

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 in a single file are not defined as formations.

2) When marching or conducting Physical Training, Commanders will maximize the use of off-road areas, tank trails, firebreaks, and roads with speeds less than 35 miles per hour. All units will ensure to have a vehicle in the rear of the formation to provide medical coverage in the event a Soldier is injured. When formations are traveling in areas where speed is in excess of 35 mph units will have 2 vehicles front and rear with flashing lights to signal traffic "Caution Troops Ahead". The following guidelines apply:

a) Formations will not conduct PT in any housing area. If Soldiers are in a formation and passing by housing areas they will not call cadence until out of sight of the housing area.

b) Units conducting PT on roads without static road guards will use Soldiers with chemlights or light source to mark the four corners of the formation during limited visibility. Road guards must be positioned far enough to the front and rear of the formation to influence traffic appropriately.

c) All Soldiers will wear a reflective safety belt while participating in PT, working in a detail, performing police call on or along an improved road. The belt must be visible from the front and rear and unobstructed (not concealed) by clothing or equipment.

d) Formations for organized physical training will consist of not more than three ranks. The only personnel allowed outside of the formation are the cadence caller, NCOIC, Platoon trainer and commander depending on the size of the element. These personnel will never cross the roadway centerline. A formation will ensure roadways are

clear of oncoming traffic and running formations before allowing vehicles to pass.

e) The following roads are off limits to running formations and individual runners at all times.

- 10th Mountain Road
- Dixie Road except the portion from Sightseeing Road (Sandy Patch) to Lawson Army Airfield.
- Sightseeing Road from Dixie Road to Sunshine Road.
- Lumpkin Road from Dixie Road to Custer Road.
- Lawson Army Airfield in its entirety to include runways.
- Marne Road from Lumpkin Road to bridge northeast of Commissary.

f) Soldiers will not wear headphones while running, foot marching, or riding bicycles.

g) The 82d Airborne Division Road from Sunshine Road to Bradshaw Road will be closed to vehicular traffic from 0600 to 0730, Monday through Friday, for use by formations. All unit runs will be completed by 0730.

h) Leaders and supervisors will brief these guidelines prior to runs and foot marches and ensure compliance is followed throughout the duration of the event.

28. PREVENTION AND TREATMENT OF HEAT CASUALTIES.

a. USAIC Regulation 40-14, 199th IN BDE Ice sheet SOP. It is imperative that we do our best to prevent heat casualties while conducting our training to standard. We must be able to quickly and correctly react to all heat injuries in order to prevent permanent damages to soldiers or even death. There are several steps in preventing and treating heat casualties.

- 1) Education to prevent heat casualties.
- 2) Ice Sheet instruction and rehearsals for students, new cadre, and PCI's.
- 3) Rapid treatment of heat injuries IAW BN SOP.
- 4) Use of Immersion Coolers to decrease core temp rapidly.

b. Education to Prevent Heat Casualties. When Soldiers first arrive to the unit they may not be prepared for the summer months in Fort Benning, GA. We must first acclimatize these soldiers to the weather. Once soldiers have been acclimated to the physical training routine and weather during IBOLC the following rest/work table will be used. (USAIC Reg. 40-14) Understanding that

the mission must be accomplished, any deviation will be addressed with the CDR for approval.

c. Ice Sheet Instruction and Rehearsals for Students and Cadre and PCI's. At the beginning of every new IBOLC Cycle and with the arrival of new cadre, instruction on the packing, administration of ice sheets, and prevention/treatment of heat casualties will be performed. Often times, students are the first responders to a heat casualty and they must know exactly what to do to prevent permanent damage or death. Instruction should cover at a minimum the following subjects:

- 1) Preventing heat casualties (proper hydration and nutrition)
- 2) Preparing Ice sheet coolers
- 3) Administering aid to a heat casualty and how to properly annotate information needed when evacuating or monitoring a soldier until medical personnel arrive.

d. Preparing Ice Sheet Coolers. Ice sheets are packed 5 sheets to a cooler. When packing the cooler ice should be placed at the bottom of the cooler and between each individual ice sheet to ensure maximum coverage. Additionally, $\frac{3}{4}$ ice and $\frac{1}{4}$ water will be used to fill the cooler. Each platoon should have 3 ice sheet coolers for all training events. This is based on the small cooler; if you have the big white coolers you can substitute and use the one utilizing the same instructions. PCI's must be conducted prior to each training event. Platoon Cadre is responsible for conducting PCI's. The following items should be inspected at a minimum:

- 1) CLS Bag complete
- 2) Thermo scan with extra batteries, ear cups
- 3) Ice sheet coolers
- 4) MACOM Radio with extra battery and alternate means of communication (cell phone)
- 5) Wet Bulb
- 6) Litters available to move casualty to P/U or L/U site.
- 7) Evacuation vehicle on station

- e. Rapid treatment of Heat Casualties IAW Battalion SOP. Upon initial assessment and indication of a heat casualty first responders (students or cadre) will immediately begin to treat the suspected heat casualty.

- f. Use of Immersion Coolers to decrease core temp rapidly. At the leader's discretion or weather dependent soldiers will utilize the immersion trainer IAW the directions posted on the canvas inside the tray. Leaders should periodically conduct inspections of the equipment to ensure it's not damaged or in need of repair. The Immersion tables will be present for all training events unless otherwise prescribed by the commander.

- g. Steps to treating a Heat Casualty IAW 199TH BDE SOP.
 - 1) Call out for support then remove equipment and move the soldier to shade if available.

 - 2) Remove boots, socks, ACU bottoms, ACU top, undershirt (the goal is to expose as much skin as possible to the air for evaporative cooling and to allow ice sheets direct contact with the skin).

 - 3) Pour water over the casualty (not on the face) to assist in cooling until ice sheet coolers and CLS bag arrive.

 - 4) As soon as CLS bag arrives begin taking and recording core temperature. Test the thermo-scan on yourself to identify any deviations then take core temperature every two minutes from alternating ears.

 - 5) Initiate medevac by calling E911 and ice sheet casualty if the core temp is 101F or greater. **Always call E911 when in doubt! If the core temp is 103 or greater the BN CDR needs to be notified immediately when time allows.**

 - 6) Apply ice sheets in the following manner: shake out sheets as you emplace them and maximize sheet and skin contact. Place one sheet beneath the soldier preferably on the litter if available, place one sheet in between the crotch of the soldier, one sheet in each armpit of the soldier, one sheet wrapped around the neck and head (not hindering the soldiers ability to breathe), and one final sheet draped over the casualty and tucked under the casualty's side. The first sheet can be substituted by the last sheet if needed, however one of the two must be placed accordingly.

 - 7) As sheets begin to dry or lose coolness place them back in the cooler and use the sheets from the next cooler.

- 8) Continue to monitor with thermo-scan and replace ice sheets as needed until medevac arrives.
- 9) Report recordings, notes, and status up the chain of command, and ensure a leader is with the casualty as an escort.
- 10) Report the following information to your Company Operations NCO or XO ASAP.

When in doubt, Ice Sheet and call E911 IMMEDIATELY!

CCIR	TIMELINE
TYPE OF INCIDENT	TIME SOLDIER GOES DOWN
DATE/TIME	TIME ICE SHEETS ON SM
LOCATION	TIME CPR STARTED
NAME	TIME E911 CALLED
PAY GRADE	TIME EMS ARRIVE ON SCENE
SSN	TIME EMS DEPART ON SCENE
RACE/ COMPONENT	TIME EMS ARRIVE AT HOSPITAL
AGE	TIME SM IS SEEN BY DOCTOR
SUMMARY OF INCIDENT (Use Timeline format; Describe weather, i.e. HEATCAT)	

- 11) Company Operations or XO sends OPREP to Battalion XO and Battalion Staff duty within 1 hour of the incident.
- 12) Company Operations or XO send Follow up and Close out of incident as it occurs to the BN XO and BN Staff duty.

29. HAZING, ABUSE, AND UNPROFESSIONAL ACTIVITIES.

- a. This policy applies to all units assigned to the 2-11th Infantry Regiment.
- b. Commanders, noncommissioned officers, and leaders at all levels are responsible for establishing a command climate that ensures our Soldiers are able to reach their full potential.
- c. Adherence to the professional Army ethic and its supporting individual values creates an environment conducive to personal and professional growth. Any activity that subjects a Soldier to degradation or results in Soldier abuse will not be tolerated. Regardless of the intent behind such activities, they are ultimately destructive to unit cohesion and contrary to good order and discipline.
- d. Properly conducted ceremonies recognizing dedication and achievement significantly contribute to morale and esprit de corps. Commanders will ensure that all activities within their companies recognize this fact and reflect Army

ethics and values. Our Soldiers will be treated with respect and fairness at all times. They deserve nothing less than the best we can offer them.

30. STANDARDS OF CONDUCT FOR THE STAFF DUTY OFFICER

a. The Officer on duty will be held accountable for all incidents that occur during their tour of duty. They will remain alert, diligent, and active during the entire tour of duty.

b. There will be no televisions, radios, or electronic game devices of any kind at the desk. Students are not allowed to sleep at any time while performing their duties.

c. The SDO will not leave the unit area for any reason during their tour of duty; The SDO and detail are allowed 30 min to consume meals. All meals will be consumed at the desk/unit area or in the unit DFAC.

31. OFF-LIMITS ESTABLISHMENTS

Fort Benning maintains, and updates, a list of off-limits establishments, businesses, and locations pertinent to Soldiers assigned to the post. Students and cadre will familiarize themselves with the most up-to-date version of the list, and take care to avoid contact with these areas. The off-limits locations are determined by demonstrated risks to Soldier well-being (both physical, and financial), and are not designed to infringe on a Soldier's freedoms during their off-duty hours.

ANNEX A

2-11th Infantry Regiments Unit History

The Infantry Basic Officer Leadership Course (IBOLC) traces its history to the early parts of this century. On the 1st of April 1907, the School of Musketry was formed, and it was located at the Presidio of Monterey, California. This school was moved to Fort Sill, Oklahoma in 1915, where it was re-designated the Infantry School of Arms. On 18 September 1918, the War Department issued orders moving the Infantry School of Arms to an obscure post named Camp Benning and the School's first class of newly commissioned officers arrived on the 2nd of December 1918, to "master those weapons which a soldier himself carries on foot."

In the following year, the 29th Infantry Regiment was founded at Camp Benning for the purpose of training student officers. The Infantry School of Arms recognized the need for a unit of trained cadre and instructors to realistically and correctly demonstrate the tactics and doctrine taught at the school. The Regiment served in this capacity for the next twenty four years. War Department General Order 7 officially established the Infantry School at Camp Benning, Georgia on 30 January 1920. The expressed mission was "to prepare selected officers to perform Infantry duties required in peace and war with emphasis on the art of command and leadership." During that first year, 702 officers attended the course at Camp Benning, the largest body of student officers assembled in time of peace for training in the art of war during America's first 144 years. In 1940, the Infantry School became a separate part of the post and on 13 November 1941, the Student Training Units were reorganized into two student regiments and trained both officers and enlisted men. By 1942, America had entered World War II and in May of that year, the Infantry School was expanded to three regiments under a Student Brigade. At the war's end in 1945, the Brigade was deactivated, and the Infantry reverted to two training regiments. As the Korean War began in 1951, the Student Brigade headquarters was reactivated. Until 1953, however, there was no Basic Course for Infantry Officers. The Student Brigade ran the Infantry School's Officer Candidate School, while officers from other commissioning sources were sent directly to their units.

In 1953, the Basic Infantry Officer Course was established, and all newly commissioned Infantry officers, with the exception of OCS officers, attended this course supervised by cadre of the 1st and 2nd Student Regiments. This organization remained in effect until 1964, when the Infantry School was re-designated the United States Army Infantry School and the School Brigade was formed with the 2nd Student Battalion to administer to students attending the Infantry Officer Basic Course.

The Battalion was re-designated in 1974 as the Basic Officer Training Battalion (BOTB), a provisional command subordinate to The School Brigade, with the mission of training infantry combat platoon leaders. During this time the program underwent major revisions. MG Willard Latham, the Commandant of USAIS, directed the basic course be improved so that lieutenants would become experts in weapons, tactics, and maintenance. GEN William DePuy, the TRADOC Commander, directed the Infantry School to test an Infantry Officer Basic Course (IOBC) structured with trainer-cadre assigned to each platoon. This organization was to be based on the Israeli Officer Basic Training system. Through 1977 and 1978 a Provisional Battalion was formed, and the Battalion found a permanent home in Building 74 as the 2nd Student Battalion, the

School Brigade. In June 1982, permanent order 106-1 re-designated the battalion as the 2nd Training Battalion (IOBC). The decade of the 1980's was a time of further change and modification for IOBC. In late 1982 a major revision to the course took place; adding two additional weeks to the course making it 16 weeks long. In 1987 the IOBC line companies were recognized as Alpha, Bravo, Charlie, Delta, and Echo companies. On August 14, 1987, in accordance with Permanent Order 94-37, Battalion was re-designated as the 2nd Battalion, 11th Infantry. On 8 February 1991 the School Brigade was inactivated, and was re-designated as the 11th Infantry Regiment. 2nd Battalion, 11th IN became a part of the newly activated 11th IN Regiment. In 2012 the Battalion moved to its current location in Bldgs 259 and 260.

Over the years, the POI continued to change making IBOLC a more physically and mentally demanding course. Since 1907, and throughout this century of change, the IBOLC mission has remained essentially unchanged: To prepare and train Infantry Lieutenants to lead platoons in combat.

ANNEX B

Commissioned Officer Creed

I will give to the selfless performance of my duty and my mission the best that effort, thought, and dedication can provide. To this end, I will not only seek continually to improve my knowledge and practice of my profession, but also I will exercise the authority entrusted to me by the President and the Congress with fairness, justice, patience, and restraint, respecting the dignity and human rights of others and devoting myself to the welfare of those placed under my command. In justifying and fulfilling the trust placed in me, I will conduct my private life as well as my public service so as to be free both from impropriety and the appearance of impropriety, acting with candor and integrity to earn the unquestioning trust of my fellow soldiers -- juniors, seniors, and associates -- and employing my rank and position not to serve myself but to serve my country and my unit. By practicing physical and moral courage I will endeavor to inspire these qualities in others by my example. In all my actions I will put loyalty to the highest moral principles and the United States of America above loyalty to organizations, persons, and my personal interest.

ANNEX C

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 will always maintain my arms, my equipment and myself,

I am an expert and I am a professional,

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

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

I am an American Soldier.

ANNEX D

The Ranger Creed

R Recognizing that I volunteered as a Ranger, fully knowing the hazards of my chosen profession, I will always endeavor to uphold the prestige, honor, and high "esprit de corps" of the Ranger Regiment.

A Acknowledging the fact that a Ranger is a more elite soldier who arrives at the cutting edge of a battle by land, sea, or air, I accept the fact that as a Ranger, my country expects me to move farther, faster, and fight harder than any other soldier.

N Never shall I fail my comrades. I will always keep myself mentally alert, physically strong, and morally straight and I will shoulder more than my share of the task, whatever it may be. One hundred percent and then some.

G Gallantly will I show the world that I am a specially selected and well-trained soldier. My courtesy to superiors, my neatness of dress, and my care of equipment shall set the example for others to follow.

E Energetically will I meet the enemies of my country. I shall defeat them on the field of battle, for I am better trained and will fight with all my might. Surrender is not a Ranger word. I will never leave a fallen comrade to fall into the hands of the enemy and under no circumstances will I ever embarrass my country.

R Readily will I display the intestinal fortitude required to fight on to the Ranger objective and complete the mission, though I be the lone survivor.

RANGERS LEAD THE WAY!

ANNEX E

Army Song

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

Then it's Hi! Hi! Hey!
The Army's on its way.
Count off the cadence loud and strong!
For where e'er we go,
You will always know,
That the Army goes rolling along.

Infantry Song

You can hear it in the heat of the jungle
You can hear it across the sea
It calls to every freedom loving man
The cry of the US Infantry
Follow Me! Follow Me!
Follow! Follow! Me!