

USAACE Pam 600-2



**Basic Standards of the
United States Army Aviation Center of Excellence
and Fort Novosel**

26 January 2024



WELCOME LETTER

To Fort Novosel Soldiers and Department of the Army Civilians,

Welcome to Fort Novosel and the U.S. Army Aviation Center of Excellence (USAACE). Whether assigned here as USAACE or Fort Novosel permanent party, a tenant unit, or as a student attending one of our training courses, we are confident your experience will be rewarding.


As the proponent for U.S. Army Aviation and a key component of our Army's generating force, the USAACE and Fort Novosel team is committed to delivering Army Aviation professionals and indispensable Aviation capabilities to support commanders and Soldiers on the ground. You play a vital role in this endeavor and in our ability to uphold the sacred trust between Army Aviation and the Soldier on the ground. Army Aviation brings unmatched speed, reach, and lethality as an equal partner on the Combined Arms Team. Regardless of your mission on Fort Novosel, you will directly or indirectly have an impact on our Army's combat power and readiness.

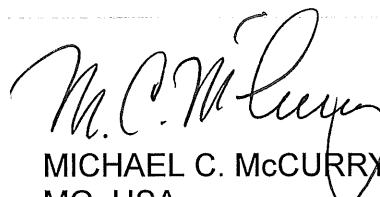
Whether a Soldier, Army Civilian, cadre member, or student, you are a member of the Army Profession. As such, we expect you to conduct yourself with character, competence, and commitment, both on and off duty. The USAACE PAM 600-2, also known as the "Blue Book", is a tool to assist leaders in educating those on Fort Novosel on the standards and instill the discipline required to enforce those standards. The Blue Book is not meant to replace existing Army Regulations and Policy Letters, but rather to complement them. Read this pamphlet and have a version as a ready reference when making on the spot corrections.

Thank you for serving our Army and Army Aviation. We sincerely hope you enjoy your time at Fort Novosel and the surrounding Wiregrass Community; there is much here for you and your family to experience.

This We'll Defend, Above the Best, Fly Army!


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**BASIC STANDARDS OF THE
UNITED STATES ARMY AVIATION CENTER OF EXCELLENCE (USAACE)
AND FORT NOVOSEL**

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PURPOSE

The Blue Book is not meant to replace existing Army Regulations and policy letters, but rather to complement them with Fort Novosel specifics. Read this pamphlet and have a version as a ready reference.

APPLICABILITY

This Blue Book applies to all U.S. service members, Active, Reserve, and National Guard, assigned to USAACE on Fort Novosel. All USAACE Soldiers that reside on other installations will comply with the host installation standards and policies, should policies conflict. It is the responsibility of every Soldier assigned to this installation to look and act professionally, to uphold the Army’s core values, and to be ambassadors to the Wiregrass Community while on or off duty. All Soldiers are expected to adhere to and hold others to these published standards, regardless of rank. Although not intended as a punitive document, this Blue Book contains provisions from several Army regulations, such as AR 670-1, that are punitive and will be enforced accordingly.

ADMINISTRATIVE INFORMATION

Send comments and recommendations on DA Form 2028 (Recommended Changes to Publications and Blank Forms) to the Office of the USAACE and Fort Novosel Command Sergeant Major, ATTN: ATZQ-CSM, Fort Novosel, Alabama, 36362-5105. You can also find this document online through the Fort Novosel Intranet at <https://intranet.Novosel.army.mil/>.



Vision

Generate and Develop Aviation Leaders of Today while Shaping the Army's Aviation Force of 2030 and beyond.

Mission

USAACE develops men and women of character and builds the competence and discipline to be decisive in large scale combat; continuously drives change focused on maximizing lethality on the battlefield to maintain the Sacred Trust with the American Soldier on the ground.

Priorities

Generate Aviation Warfighters

Aviation Warfighters are maneuver warfare experts, comfortable with visualizing a battlefield in 3-dimensions and operating a complex environment.

Develop and Maintain Trust

Army Aviation upholds the Sacred Trust with America's sons and daughters on the ground. This trust starts where Soldiers work and where their families live.

Continuously Transform

We are building Army Aviation of 2030 and designing Army Aviation of 2040. These are full DOTMLPF-P efforts.

Steward the Profession

To be above the best, Army Aviation must be the best. The standards are high, and require discipline, rigor, and regular investment in professional dialogue.



Maintaining Shared Understanding and Trust with Commanders and Soldiers on the Ground

JAN 24

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Generate Aviation Warfighters

Develop Technical & Tactical Competence
LSCO-focused
Sustainment

Develop & Maintain Trust

Uphold the Sacred Trust
Care for Soldiers & their Families
Quality of Life

Continuously Transform

Who will fight...
How we fight...
What we fight with...

Steward the Profession

Maintain High Standards
Discipline
Recruit/Retain



Aviation Warfighter Culture



Maintaining Shared Understanding and Trust with Commanders and Soldiers on the Ground

2


ARMY AVIATION
 DECISIVE IN LARGE SCALE COMBAT

What We Do


SEE/SENSE


STRIKE


MOVE


EXTEND











Maintaining Shared Understanding and Trust with Commanders and Soldiers on the Ground

4


ARMY AVIATION
 DECISIVE IN LARGE SCALE COMBAT

Why We Do It



Maintaining Shared Understanding and Trust with Commanders and Soldiers on the Ground

5

Sacred Trust Between Army Aviation and the Soldier: “When that Soldier needs to know what’s just over the hill, we go find out. When that Soldier needs to be placed in a better tactical position, we put them there. If they’re running low on ammunition, we deliver. If that Soldier needs an extra little bit of fire power, we bring it to bear on the enemy. And God forbid, if that Soldier is wounded on the field of battle, we’re coming to get them.” – MG Michael C. McCurry, Commander, USAACE and Fort Novosel.

CHAPTER 1 AVIATION HISTORY

1. The History

Army Aviation traces its origins back to the American Civil War. Both Union and Confederate forces used hydrogen-filled balloons to direct artillery fire, marking the beginning of U.S. military aeronautics and aerial support of Army ground forces. The Army also used balloons during the Spanish-American War and World War I, but airplanes replaced balloons for most military purposes during the latter conflict.

Army Aviation began in 1909 with the Army's acquisition of its first heavier-than-air "flying machine," an airplane built to Army specifications by the Wright brothers. During World War I, the Army's aircraft strength grew from a few dozen to more than 11,000 planes and the number of aviation personnel came to total more than 190,000. The Army Air Service was created in May of 1918.

The Air Service became a separate combat arm, equal in status to the infantry, cavalry, and artillery. In 1926, the name of the air arm was changed to Army Air Corps, and then in June 1941, the Air Corps and other Army air elements were merged to form the Army Air Forces, co-equal with the Army Ground Forces and the Army Service Forces.

During the 1930s, many Army Air Corps leaders focused on strategic air operations. Like Billy Mitchell before them, they advocated using air power independently of the Army ground forces to destroy enemy targets behind enemy lines. This Air Corps emphasis on strategic operations disturbed some ground forces leaders who believed their aerial support needs were being neglected.

Aerial support was particularly vital for artillery fire adjustment. Partly because Air Corps fire support aircraft were not always available, the chief of field artillery and other artillery officers became interested in using light aircraft organic to the artillery units.

Following a final series of experiments with organic Army spotter aircraft conducted in 1942, the Secretary of War ordered the establishment of organic air observation for field artillery on 6 June 1942. It was this new World War II-era phenomenon with its few small single-engine spotter planes that would evolve into today's Army Aviation Branch. The organization that had been the Army Air Service and the Army Air Corps continued through World War II as the Army Air Forces and finally became the U.S. Air Force in 1947.

Organic Army Aviation first entered combat in November 1942 on the coast of North Africa. During World War II, L-4 Grasshoppers and a few larger L-5 Sentinels were used to adjust artillery fire, gather intelligence, support naval bombardment, direct bombing missions, and perform other functions. Small aircraft were uniquely capable of providing direct support to ground commanders. Their use continued until the end of the war.

After World War II, the National Security Act of 1947 re-configured the entire US military. With the eventual establishment of the US Air Force, Army Aviation saw its role limited and the aircraft it could operate narrowly defined.

The Korean conflict provided new challenges and opportunities for Army Aviation. Army Aviation had acquired its first helicopters a year before in World War II. The acquisition of thirteen H-13 Sioux in 1947, shortly before the U.S. Air Force became independent of the Army, would change how the Army would approach the air domain. In Korea, the Army employed those newly acquired H-13s and the O-1 Bird Dog in a variety of roles. The Army used its H-13s primarily for medical evacuation, command and control, and transport of lightweight and valuable cargo. Because of the rugged terrain of the Korean peninsula, the value of helicopters was recognized by all the services. The demand for both helicopters and trained aviators consistently exceeded supply.

In 1951, the Army began organizing five helicopter transport companies and training warrant officer pilots. Two Army transport companies were supplied with H-19 Chickasaw helicopters in time to participate in the Korean conflict. Transport helicopters proved themselves by moving cargo and personnel during the final months of the war and then by participating in prisoner exchanges and other functions after the cessation of hostilities.

After the Korean conflict, in 1956, the Army Aviation Center began assembling and testing weapons on helicopters. These tests, conducted while the Air Force still theoretically had exclusive responsibility for aerial fire support, led to the development of armament systems for Army helicopters.

The first armed helicopter company was activated in Okinawa in 1962. It was deployed to Thailand and then to Vietnam, where it flew escort for lift helicopters. The Department of Defense did not abolish mission restrictions on the Army's rotary-wing aircraft, and thereby technically authorized the Army to arm helicopters until 1966.

The "Howze Board" or "Tactical Mobility Requirements Board" was established in 1962 to develop and evaluate the concept of air mobility. After test exercises, war games, and concentrated study and analysis, the Howze Board recommended that the Army commit itself to organic air mobility – later known as air assault.

The Howze Board recommended the extensive use of helicopters to transport infantry troops, artillery, and supplies, as well as to provide local aerial fire support. These recommendations were assessed by the 1st Air Assault Division (Test) from 1963 to 1965. In 1965, the 1st Cavalry Division (Airmobile) was organized and sent to Vietnam, where it repeatedly demonstrated the validity of the airmobile concept in actual combat.

Both Army Aviation and the helicopter came of age during the conflict in Southeast Asia. From the arrival in Vietnam of the first Army helicopter units in December 1961, until the completion of active combat operations in 1973, it was America's "Helicopter War."

The most widely used helicopter, the UH-1 Iroquois or Huey, began to arrive in Vietnam in significant numbers in 1964; before the end of the conflict, more than 5,000 of these versatile aircraft were introduced into Southeast Asia. They were used for medical evacuation, command and control, and air assault; to transport personnel and material; and as gunships. The AH-1 Cobra arrived in 1967 to partially replace the Huey in its gunship capacity. Other helicopters served in Vietnam included the CH-47

Chinook, the OH-6 Cayuse, the OH-58 Kiowa, and the CH-54 Tarhe but the UH-1 Huey became the symbol of the war.

Although the concept of air mobility had been developed with a mid-intensity European conflict in mind, Army Aviation, and the helicopter had proven themselves during the low-intensity conflict in Southeast Asia. Afterward, the Army turned its attention back to the threat of a mid or high-intensity conflict in Europe and doubts reemerged about the value of helicopters in that sort of arena.

Some military leaders believed that the helicopter could not survive and perform an essential role in a heavy combat environment. To gain general acceptance and ensure further success, Army Aviation continued to develop new doctrine, tactics, aircraft, equipment, and organizational structure. Across the Army, new systems were adopted during the early 1980s. Army Aviation received two of the Big Five systems, the AH-64 Apache, and the UH-60 Black Hawk.

The creation, implementation, and consolidation of the Army Aviation Branch dominated the 1980s. Prominent aviators, as well as other Army leaders, had debated the establishment of aviation as a separate branch since the time of the Korean conflict.

The opposition to a separate aviation branch had resulted, in part, from Army attitudes regarding the Army Air Corps and the U.S. Air Force. In Army circles, both aviation organizations were believed to have been unreliable in performing their mission of supporting the ground forces — even after having been given resources to do so. Since Army Aviation had demonstrated its commitment to the support of the ground battle in Vietnam, however, opposition to a separate aviation branch began to wane.

Army Aviation's equipment became more technologically sophisticated. This growth caused increasingly complex problems in training, procurement, doctrine development, proponent responsibility, and personnel management. Many leaders became convinced that these problems could be solved more effectively by the creation of an aviation branch.

Both DA and TRADOC conducted extensive studies on the question of separate branches during the early 1980's. By 1983, there was a near consensus among Army leaders and the Secretary of the Army signed an order creating the Army Aviation Branch with an effective date of 12 April 1983.

Aviation officer basic and advanced courses began at Fort Rucker in 1984 and a gradual consolidation of aviation-related activities followed. In 1986, the U.S. Army ATC Activity became part of the branch; the following year, an NCO academy was established at Fort Rucker. In 1988, the Army Aviation Logistics School, which had been dependent on the Transportation Center at Fort Eustis, was incorporated into the Aviation Branch.

In 1988, the Army Aviation Modernization Plan was given final approval and implemented. The modernization plan called for a gradual reduction in the number of Army aircraft as older models were replaced by modern ones. Aircraft adopted or

planned during the late 1980s and early 1990s included the OH-58D Kiowa Warrior, the RAH-66 Comanche, and a new training helicopter.

Army Aviation used its Big Five systems and modernized fleet in a variety of conflicts at the end of the Cold War. Operations in Grenada and Panama allowed the Army to refine its new doctrine and test systems designed for Europe. After Saddam Hussein invaded Kuwait, Army Aviation would face a dangerous foe as it deployed to support Operation Desert Shield. Army Aviators would play a key role in the fight as the Coalition, assembled to defend Saudi Arabia, transitioned to liberating Kuwait.

The first blow of Operation Desert Storm was struck by Army Aviation. Apache helicopters as part of Task Force Normandy destroyed Iraqi early warning sites shortly before Allied bombs began exploding over Baghdad. Then, during the 100 hours of ground combat, Army helicopters dominated night-time operations. Army Aviation supporting the 101st conducted the longest air assault movement ever, successfully executing a vertical envelopment that cut off Iraqi retreat lines.

Following the stunning success of Operation Desert Storm, the security situation changed. Soviet leaders observed the success of the US Army in Iraq and decided the Cold War had to end. After the fall of the Soviet Union, American military budgets decreased, forcing both the Army as a whole and Army Aviation to downsize. Army Aviation's response was to develop the "Aviation Restructure Initiative," a plan to decrease the size of the force while continuing to meet mission requirements.

The post-Cold War environment posed new challenges to Army Aviation. Missions in Somalia, and Kosovo, and support for American security commitments around the globe strained every capability and system. Lessons learned from these post-Cold War fights would help reshape the Army that would take the field in the 21st Century.

Shortly after the terror attacks in New York and the Pentagon in 2001, the Army deployed to multiple fronts during the Global War on Terror. Army Aviation supported operations in Afghanistan and Iraq, conducting large-scale air assaults such as during Operation Anaconda in Afghanistan. In Iraq, Army Aviators flew missions that supported the large-scale initial attacks of Operation Iraqi Freedom. The unsuccessful deep attack conducted by the 11th Attack Helicopter Regiment on Karbala in 2003 was a typical large-scale mission that Army Aviation performed during this phase of the war. As operations shifted from large-scale combat operations to stability and counterinsurgency, Army Aviators continued to support ground commanders and learn from success and failure.

Throughout the Global War on Terror, Aviators operating manned and unmanned systems extended the ground commander's reach, evacuated casualties, and delivered timely fires. Special Operations Aviation assets inserted the team that brought justice to Osama bin Laden. The tireless efforts of Army Aviation over the years of the Global War on Terror cemented the heroic traditions established by early generations across numerous battlefields.

Fort Novosel Dedication – History of CW4 Michael Novosel Jr.

Early in 1970, Army aviator Michael Novosel Jr. was shot down while on a routine helicopter flight over Vietnam. Although not seriously wounded, he nevertheless found himself stranded with the enemy nearby – a precarious predicament for any Soldier. It

must have been a relief for him to hear that extraction was not only 10 minutes away, but that the evacuation pilot was none other than Michael Novosel Sr. – his father and one of the greatest Army aviators of the age.

In many ways, Michael Novosel Sr.'s rise mirrored that of Army Aviation itself. Novosel joined the Army Air Corps at the age of 19 in 1941, 10 months before the attack at Pearl Harbor. By the end of World War II, he had risen to the rank of captain at the age of 23, flying B-29 Superfortress bombers the size of modern 737 passenger planes. After leaving the Army in the immediate postwar period but remaining in the reserves, Novosel again served his country in combat in Korea, now as part of the newly created Air Force.

By the time the United States expanded its role in the Vietnam War during the mid-1960s, Novosel was a 42-year-old lieutenant colonel in the Air Force Reserve, comfortably flying passenger aircraft as a private citizen. He decided to volunteer for active duty. Learning that the Air Force had too many senior officers, Novosel resigned his commission and instead joined the Army as a warrant officer and helicopter pilot. Assigned to Vietnam as a Dustoff pilot, he flew helicopters evacuating combat zone casualties; a dangerous mission in which approximately one-third of all medevac pilots became casualties themselves. In Novosel's two tours in Vietnam, he flew 2,543 extraction missions, rescuing over 5,500 seriously wounded Soldiers.

Perhaps no moment made Novosel's skills as a pilot and strength as a leader more evident than his actions on Oct. 2, 1969. Beginning the day at 5 a.m. by being alerted to the urgent need for evacuation of a group of wounded and surrounded South Vietnamese soldiers, Novosel brought the first helicopter of his unit into the air. The timing and nature of the call meant he had no gunships or aircraft to support him, while the presence of the enemy exposed his aircraft to extensive machine gun fire. Indeed, enemy fire throughout the day would disable his speed gauges, damage his rotors, and destroy his radios, windshields, and parts of his landing apparatus. Other problems also exacerbated the situation. Since the troops on the ground did not speak English and were unable to communicate by radio, Novosel had to fly low and circle as he searched for them by eye, further exposing himself to fire. Furthermore, the terrain they were pinned down on presented no appropriate landing zone, Novosel had to skim and hover right above the ground, carefully maneuvering the helicopter while his crew pulled wounded men on board.

On six separate occasions, enemy attacks became so great that Novosel was forced to withdraw, momentarily leaving the area, and then returning from another direction to confuse and elude their assaults. Wounded himself during a final extraction that required rescuing a wounded Soldier directly facing an enemy bunker, Novosel

nevertheless maintained control of the aircraft and returned his crew and casualty safely to base. Eighteen hours had passed since he started the day. Novosel was 47 years old. His aircraft was damaged, and his body was battered, but he had saved 29 men.

Receiving the Medal of Honor for his actions, Novosel continued serving in Army Aviation until 1984 and then continued to support Army Aviation and aviators through two decades of retirement. And his son also repaid his father's favor: one week after Michael Novosel Sr., extracted him from a disabled aircraft, Michael Novosel Jr., did the same for his dad. Their combined service honors generational service, a common trend in the modern military, and Michael Novosel Sr.'s career of valor, hard-earned technical skill, and commitment to his comrades serve as an example and inspiration for all Soldiers.

Fort Novosel Redesignation

On 10 April 2023, Fort Rucker redesignated to Fort Novosel to honor CW4 Novosel's character, heroic service, dedication to Army Aviation, and citizens of the Wiregrass.

"His legacy of service and patriotism is a spark to those in uniform striving to be all they can be. He will inspire those in the surrounding community to take up the challenge and serve as part of the Army," he added. "As the son of immigrants that rose to be a legend in Army Aviation, his story is the American dream — it proves that we can achieve greatness with hard work and dedication if we seize the endless possibilities provided by serving in the Army. Mr. Novosel was a proud father, husband, Medal of Honor recipient and the very definition of an American serving his nation. And from today forward, his name will be synonymous with Army Aviation," -Major General Michael C. McCurry, 10 April 2023.

CHAPTER 2 MILITARY CUSTOMS AND COURTESIES

1. Customs and Courtesies.

One of the five essential characteristics of the Army Profession is ***Esprit de Corps (a jealous regard for the honor of one's own unit)***, which is demonstrated in the "Winning Spirit" of our Soldiers in the Profession of Arms and the Army Civilian Corps. Esprit de Corps is developed and strengthened through the disciplined practice of our duty and reflected in our time-honored customs, courtesies, and traditions. By adhering to and practicing fundamental attributes of our Army culture, we foster an enduring commitment to the Army mission today and grip hands with those who preceded us, recalling their storied legacy of honorable service to the Nation. As stewards of the Army Profession, we will ensure future generations practice our traditions. In accordance with (IAW) Army Regulation (AR) 600-25, Salutes, Honors, and Visits of Courtesy.

2. Saluting.

The history of the salute can be traced back to the Roman times. When warriors passed by one another, they raised their fighting hand to their faces to show respect and honorable intentions to their fellow warriors. The exchange of the salute is a visible greeting between warriors and a show of respect.

a. Saluting is a visible sign of good discipline and mutual respect and an outward sign of unit pride and esprit de corps. IAW AR 600-25, Soldiers will render each salute with the proper greeting of the day. The Soldier initiating the salute should say “**Above the Best.**”, those returning the salute, will respond with “**Fly Army. No silent passing.**”

b. It is customary to salute superior officers of friendly foreign nations when recognized. No one will salute Warrant Officer Candidates (students).

c. Salutes will be exchanged across Fort Novosel and associated training areas to include congested areas such as outside the Post Exchange, Post Theater, Commissary, including under overhangs. All service members are expected to render the appropriate salute unless the act would be impractical, i.e., arms full of packages, at which time render the appropriate verbal greeting, in or out of uniform. Soldiers will not walk while engaged in activities that would interfere with the hand salute and greeting of the day or detract from a professional image. Examples include, but are not limited to, walking while eating, **using electronic devices**, or smoking cigarettes, cigars, or pipes.

d. Military police will render salutes and the appropriate greeting of the day while performing access control and law enforcement duties unless doing so would detract from the performance of their duties or jeopardize office and public safety.

3. Reveille and Retreat. Reveille and retreat ceremonies are time-honored military traditions. They symbolize the respect Soldiers and citizens give to our National flag and the Nation. Retreat has two distinctive parts, “Retreat” and “To the Colors.” The flag is hoisted at the sound of the first note of “Reveille” at 0600 in the morning, and the cannons sound simultaneously. At the last note of “Retreat,” cannons are fired, followed by the playing of “To the Colors” at 1700 in the evening, concurrent with the lowering of the flag. The flag is lowered completely by the last note of the music. All personnel will render honors to the flag IAW AR 600-25, **which includes stopping and exiting all vehicles for Reveille and Retreat to render appropriate honors.**

CHAPTER 3 SOLDIER CONDUCT

Discipline and pride are the hallmarks of units with high ***Esprit de Corps***. Military discipline is founded upon self-discipline, respect for properly constituted authority, and the embracing of the professional Army ethic with its supporting individual values. Discipline reflects the self-control necessary in the face of temptation, obstacles, and adversity, and embodies the commitment to do the harder right instead of the easier

wrong. Pride stems from an internalized recognition that obstacles, adversity, and fear can be mastered through discipline and teamwork. Discipline and pride go together with judgment, expertise, and experience to create military and civilian professionals with high character. Soldiers in and out of uniform are a direct reflection of their unit and the U.S. Army, and our Nation expects Soldiers to always conduct themselves appropriately.

1. Appropriate Civilian Attire.

Off-Duty Appearance: Soldiers will know and comply with the appearance requirements outlined in AR 670-1, Wear and Appearance of Army Uniforms and Insignia. Further, Soldiers should be cognizant and follow the dress codes of the establishments they visit. In general, the professional atmosphere and high standards of appearance maintained by uniformed military personnel should carry over into their selection of civilian attire. Soldiers will wear attire that avoids public embarrassment does not reflect adversely on the U.S. Army and aligns with policies established by AR 600-20.

2. Personal Conduct.

As members of the Army Profession, all Soldiers are expected to always conduct themselves appropriately and comply with local, state, and Federal laws, unit policies, Army regulations, and the Uniform Code of Military Justice. The American people have placed a tremendous amount of trust in our Soldiers; we must live up to that trust. The following behaviors are not in keeping with the Army values and are contradictory to the Army profession. Soldiers will be particularly mindful to avoid the following conduct:

- a. Sexual assault, sexual harassment, domestic violence, and child neglect or abuse.
- b. Profanity and playing excessively loud music in public, family friendly locations. Avoid excessive noise during late nights/early mornings. For example, between the hours of 2200-0500.
- c. Underage drinking, public intoxication, use of illegal drugs, and driving under the influence of alcohol and drugs.
- d. Speeding, driving without the use of a seatbelt, using a cell phone without a hands-free feature while driving, and texting while driving.
- e. Operating a motorcycle without proper Personal Protective Equipment (PPE) and training IAW Department of Defense (DoD) Instruction 6055.04, DOD Traffic Safety Program, August 27, 2021.
- f. Inappropriate relationships, fraternization, and overly casual relationships between officer (the term 'officer' refers to both commissioned and warrant) and enlisted members or NCO and junior enlisted members. Examples of familiarity between Soldiers that may become "undue" can include repeated visits to bars, night-clubs, eating establishments, or homes between an officer and an enlisted Soldier, or

an NCO and a junior enlisted Soldier, except for social gatherings, which involve an entire unit, office, or work section. Reference AR 600-20 for additional clarity.

3. Unchecked Behavior.

When seemingly small undisciplined behaviors occur and are unchecked, a paradigm shift begins to manifest slowly over time that erodes the very foundation of our profession. All Soldiers are expected to meet established standards, behave accordingly, and are members of a team obligated to correct their teammates when needed. Making corrections and stopping poor behavior should be done respectfully and professionally. We are all stewards of the Army Profession.

4. Social Media.

Social media is a part of our daily lives and a powerful tool we use to share the Army's story. It helps us to create meaningful connections with our audiences, which maintains their trust and confidence in America's Army. Fort Novosel acknowledges the importance of social media and encourages our commands, Soldiers, families, and Army civilians to safely and accurately use social media to share their experiences and provide information. Advances in technology and accessibility to connected mobile devices, combined with society's acceptance of social media, have changed how information is delivered and how people, organizations, and government entities communicate.

a. Commanders and Leaders are to reinforce a climate where current and future members of the Army team, including Soldiers and Army civilians, understand that online misconduct is inconsistent with Army Values and where online-related incidents are prevented, reported, and where necessary addressed at the lowest possible level.

b. When engaging in electronic communication, members of the Army team should apply "think, type, post": "think" about the message being communicated and who could potentially view it, "type" a communication that is consistent with Army Values, and "post" only those messages that demonstrate dignity and respect for self and others.

c. Personal Social Media Use.

(1) Personal accounts must be identifiable as personal.

(2) Avoid use of DoD titles, insignia, uniforms, or symbols in a way that could imply DoD sanction or endorsement of the content.

(3) It is recommended that Soldiers include a non-endorsement disclaimer when posting any content featuring official titles, insignia, uniforms, symbols or otherwise identifying themselves as service members.

(4) The following sample disclaimer can be used in the Soldier's social media platform bio, or as the caption or first comment of each relevant social media post:

“The views and opinions presented herein are those of the author and do not necessarily represent the views of DoD or its Components. Appearance of, or reference to, any commercial products or services does not constitute DoD endorsement of those products or services. The appearance of external hyperlinks does not constitute DoD endorsement of the linked websites, or the information, products, or services therein.”

(5) It is acceptable to forward, link and share official information on personal accounts if it is not done in a way that implies official DoD endorsement.

d. Official Social Media Use.

(1) Any content posted to an official Army social media account is official communication, regardless of the format. All official accounts must follow federal records management requirements.

(2) Official and personal accounts must be distinctly separate. A personal account cannot be converted to an official account, and an official account cannot be converted to a personal account.

(3) Accounts must be registered. Learn more about registering official accounts at <https://www.army.mil/socialmedia/>.

(4) A “verified” personal account on a social media platform does not constitute an official DoD account.

e. Personnel experiencing or witnessing online misconduct should promptly report matters to the chain of command/supervision. Alternative avenues for reporting and information include family support services, equal opportunity, equal employment opportunity, sexual harassment/assault response and prevention, the inspector general, and army law enforcement.

5. Smoking Control.

Fort Novosel Regulation 420-5, Facilities Engineering, Fire Prevention Program prohibits smoking in government buildings. Striking of matches, using mechanical lighters, or starting an open flame is prohibited within any government building, within fifty feet of hangars, or in any room used to store, repair, process, or fabricate. Smoking, to include electronic cigarettes, is only permitted in designated areas approved by the installation Fire Chief. Designated smoking areas are established at least 50 feet from ingress/egress areas and are not located in areas common to nonsmokers and are typically marked with a designation sign. If no designated smoking area exists, default to minimum of 50 feet from entry and exit areas away from high pedestrian traffic area.

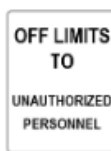
- a. Lighted smoking materials must be fully extinguished before disposing in receptacles to avoid potential fire hazards.
 - b. Lighted smoking materials will not be thrown from any vehicle.
 - c. Smoking on aircraft parking ramps is strictly prohibited except in designated areas approved by the installation Fire Chief.
 - d. Designated smoking areas will be at least 50 feet from common points of ingress or egress and will not be located in areas commonly used by nonsmokers.
- (1) No smoking (including electronic cigarettes) in any government building, including barracks.
 - (2) Electronic cigarettes are considered to be in the same category as tobacco products.
 - (3) Open flame candles are not allowed in government buildings except for religious ceremonies and/or other ceremonial type events approved Installation Safety Office.

6. Off Limits Areas.

Training areas, including those adjacent to the cantonment area, are OFF-LIMITS for biking, hiking, running and walking. They are authorized for hunting when released from military training requirements. Entry into these areas for the purpose of recreational activities places personnel at risk of serious injury.



Restricted Area signs may be posted along the border of certain training areas. If you see one of these signs, do not enter that area. You are placing yourself at risk of injury.



Off Limits signs may be posted along the border of certain training areas. If you see one of these signs, do not enter that area. You are placing yourself at risk of injury.



Training Area signs may be posted along the boundaries of all training areas. These signs are 6"x6", white background with 4" black lettering. If you see one of these signs, do not enter that area. You are placing yourself at risk of injury.

Figure 3-1

CHAPTER 4 WEAR AND APPEARANCE OF THE ARMY UNIFORM

Tradition is a customary pattern of thought expressed in the things we do, say, and in the uniform we wear. It is information, beliefs, and customs handed down by word of mouth or by example from one generation to another. Our traditions are the "Army Way," and it gives an Army professional a feeling of pride to understand just why we do

things the way we do (Training Circular 7-21.13, The Soldier's Guide, 30 November 2015). The next few paragraphs cover Fort Novosel specific wear and appearance of the U.S. Army uniforms for our Soldiers, Department of the Army Civilians (DACs), and contractors. The information included complements and fills in any gaps in existing regulatory guidance regarding the wear and appearance of the Army uniforms. Soldiers and leaders must be familiar with and comply with AR 670-1, its accompanying DA Pamphlet, and applicable All Army Activities (ALARACT) messages <https://armypubs.army.mil/ProductMaps/PubForm/ALARACT.aspx>), Personnel, while assigned to Fort Novosel and on installation property, (including all stage-fields and base-fields) are authorized the Exception to Policy-Nonstandard Uniform Specifics, that permit the following exceptions which are contained in this chapter authorized by USAACE PAM 600-2, Basic Standards of the United States Army Aviation Center of Excellence and Fort Novosel.

1. On Duty Uniform.

The U.S. Army is a uniformed service where discipline is judged, in part, by the manner in which a Soldier wears their uniform and presents themselves. The pride displayed by members of our profession in uniform also serves as an indicator of an Army professional. A neat and well-groomed appearance by all Soldiers is fundamental and contributes to the building of pride and esprit de corps expected of our profession. The **duty uniform** is prescribed by the commander and is normally the Army Combat Uniform (ACU) or the Army Aircrew Combat Uniform (A2CU). The ACU in the operational camouflage pattern (OCP) is a daily work, utility, and field uniform. The Improved Hot Weather Combat Uniform (IHWCU) is an optional clothing item. The IHWCU follows the same rules as the ACU herein. Soldiers and leaders will ensure their uniforms are clean, serviceable, free of hanging strings, excessive wrinkles, and properly worn with the appropriate footwear and headgear. Personnel may not wear any U.S. Army uniform in off-post establishments that primarily sell alcohol for consumption on the premises. If the off-post establishment sells alcohol and food for consumption on the premises, Soldier may not wear U.S. Army uniforms if their activities in the establishment are centered around drinking.

a. Wear of the Army Service (Dress) Uniform (ASU)/ Army Green Service Uniform (AGSU). The ASU/AGSU is authorized for wear on and off duty, on and off the installation, unless restricted by the commander. The ASU/AGSU is not intended for wear as an all-purpose uniform when other uniforms are more appropriate.

b. Army Physical Fitness Uniform (APFU). The APFU is worn when conducting physical readiness training between 0600 and 0700 on duty days or when designated by the Commander. It is NOT authorized for wear in on and off post establishments except when stopping for gas, quick purchases at convenience stores, or picking up and dropping off children at daycare facilities. The grooming standards of AR 670-1 apply when wearing the APFU. Soldiers may not enter **ANY** establishment if their uniform is soiled to include damp with perspiration.

c. Wear of the ACU and A2CU: The ACU and A2CU are designed to fit loosely and protect Soldiers from direct sunlight or flames. Soldiers may not tailor or alter their ACUs or A2CUs unless authorized IAW DA Pam 670-1. The coat is normally worn outside the trousers but may also be worn inside the trousers for a specific purpose (ex, wearing tactical vest, etc.) when approved by the company commander. The trousers will be worn with a tan rigger belt and bloused so the trousers DO NOT extend below the third eyelet from the top of the boot. A2CU is authorized to be worn around the ankle during flight operations only and **MUST** be properly bloused when flight operations are complete (Example, immediately after leaving the aircraft). In extreme hot weather conditions, the commander may authorize removal of the coat in the immediate area only. Sleeves will not be rolled inside the coat or cuffed when safety hazards are present. Sleeves will NOT be cuffed unless in field training environments, as directed by the Brigade Commander. The leader on the scene may modify the wear of the uniform to mitigate risk or to conform to the appropriate heat category level to prevent injury. Soldiers may wear an electronic device on the belt, belt loops, or waistband of the uniform. Soldiers may only wear one electronic device (e.g., cellphone). The body of the device may not exceed the size of a government issued electronic device (e.g. smart phone), and the device and carrying case must be black; no other colors are authorized. Soldiers will not wear keys, key chains, or electronic devices on the uniform when the commander determines such wear is inappropriate (such as in formation or during parades or ceremonies).

(1) Hot, Cold, or Allergy Identification Tabs or Beads. Soldiers may wear the hot or cold weather and severe allergy identification tabs or beads to identify themselves as being at risk for these issues. Soldiers will wear one of three colors, based on the following criteria: red for a prior heat injury; blue for a prior cold weather injury, and green for a severe allergic reaction, such as to bee stings, food, or medication. One bead will be worn on the Soldiers right boot, bottom lace. Tab placement will be displayed at the bottom of the wearer's right breast pocket flap. The identification tab will extend one inch from the bottom of the pocket flap and is part of the ACU while stationed at Fort Novosel.

(2) Distinctive Unit Patches (Flight Patches). Flight patches may be worn on A2CUs only; patches will be subdued only but full color can be worn during special events approved by an O6 commander. Soldiers are not authorized to wear distinctive unit patches (flight patches) on the ACU.

(3) Army Combat Shirt. Service members, Department of Army Civilians (DAC), and Contractors at Fort Novosel, AL can wear the Army Combat Shirt (ACS) instead of the A2CU top to reduce the risk of heat injuries. This authorization is valid from April 1st to October 31st each year and is limited to performing flight duties at Fort Novosel airfields, heliports, base-fields, and stage-fields. The ACS must comply with AR 670-1 regulations, including displaying nametapes, ranks, unit patches, and the US flag. However, wearing the ACS outside of these designated areas is prohibited, such as in dining facilities, stores, or any other military or commercial establishments on or off the installation. The ACS can be worn without a t-shirt in hot weather, but undergarments

or t-shirts are still allowed. Aircrew members will change in discreet locations, like restrooms, locker rooms, or designated changing areas, to avoid changing openly in view of others. For additional information see the 110th Aviation Brigade ACS policy.

d. Department of the Army Civilian (DAC) Uniform and Protective Clothing and Equipment Standards. An Army professional, uniformed or civilian, is an expert certified within the profession consistently demonstrating competence, character, and commitment, and is bonded with comrades in a shared identity and culture of sacrifice and service to the Nation. An Army professional stewards the future of the profession and adheres to the highest standards of the Army's ethic. DACs are an integral part of the Army Profession and the USAACE team. Since many of our DACs must wear protective clothing like the A2CU to safely perform their duties, the negotiated settlement agreement in Appendix D between the USAACE and American Federation of Government Employees Local 1815 provides guidance on the proper way to wear the uniform and equipment to ensure safety and preserve that shared identity and culture of Army professionals.

e. Contractor Uniform and/or Protective Clothing and Equipment Standards. Civilian contractors are a critical part of the USAACE team. While many do not wear special clothing, others often perform duties requiring the wear of protective clothing like the A2CU to safely perform their duties. Contractors whose duties require wearing the A2CU will wear "CTR" embroidered on the A2CU in place of rank or "DAC." Contractors will wear their company name on the A2CU embroidered on the nametape in place of "U.S. Army." Contractors will not wear the U.S. flag on the A2CU, as the flag worn on a uniform is traditionally associated with members of the Uniformed Services.



Figure 4-1

2. Headgear.

a. Colored Legacy Flight School Hats. Initial Entry Rotary Wing (IERW) students are authorized to wear a colored baseball cap for their designated class. The colored

Legacy hat is meant to be worn with duty uniform on Fort Novosel and is authorized at special events designated by their Commander. Rank and wing placement for the colored hat is listed in Figure 4-2. The approved hats are Red, Green, Yellow, Orange, Royal Blue, Purple, Maroon, Gray, Gold, Brown, and Light Blue. Aviators that did not receive an assigned hat during flight school are authorized to wear a Tan hat. The Tan hat represents the aviators' link to the re-establishment of the hat tradition and honoring their service to the global war on terror. The approved hat design is the cloth style, and not mesh or 'trucker' style. See USAACE Class Color Ceremony SOP for additional information.

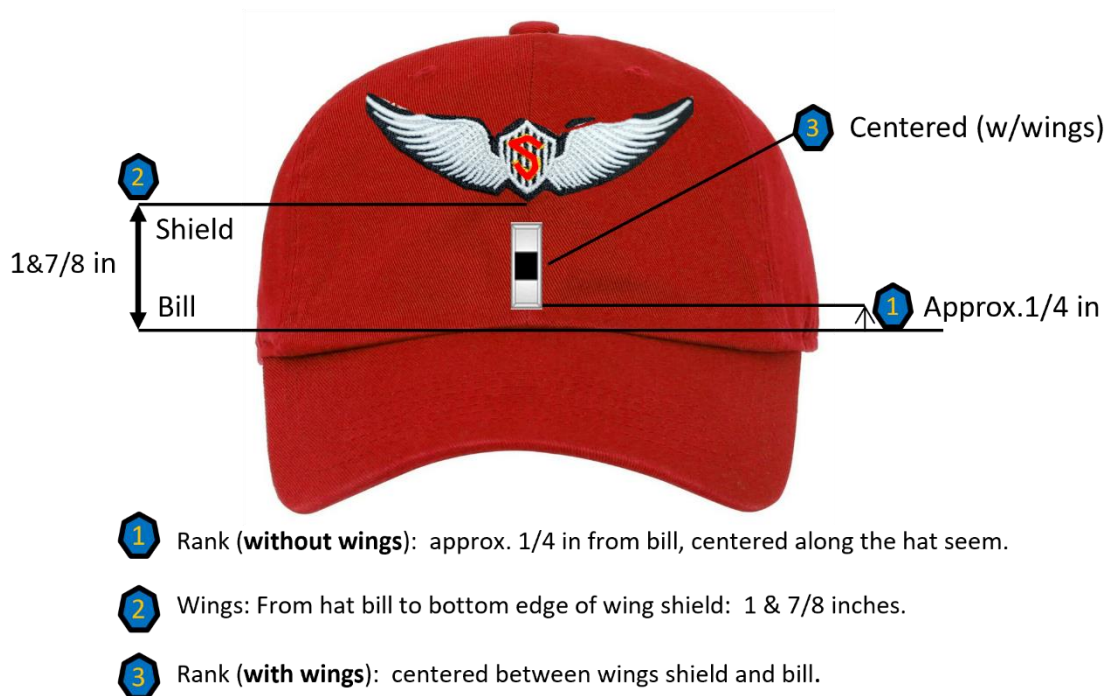


Figure 4-2
Color Legacy Hat Rank and Wing Placement

b. Black Hat/Cadre Headgear. Warrant officers, officers, and enlisted cadre assigned to USAACE are authorized to wear the Cadre black hat as part of the A2CU and the ACU after successfully completing the Method of Instruction (MOI), Method of Instruction- Refresher (MOI-R), Fundamental Instructor Foundation Course (FIFC-academic instructors) and Cadre check ride (N1 Instructors).

c. Cavalry Collar Insignia and Hats (Stetson). Soldiers with previous Cavalry Regimental affiliation are authorized to wear the Stetson. The Stetson is authorized for wear when approved by the brigade-commander during specified events. Authorized events include formals (i.e., balls, formal dining, etc.), social functions (i.e., Right Army Night, etc.), and Air Cavalry Leader's Course graduation. The Stetson is **ONLY** authorized at the following Fort Novosel locations, The Aviation Museum, Big Mike's,

Divots, and The Landing. The Stetson is NOT authorized for wear in any other Fort Novosel establishments, on flight lines, for interviews, for daily wear, or as alternate headgear in place of the beret, service cap, garrison cap, or patrol cap.

d. Indoors. Soldiers will not wear headgear indoors unless under arms in an official capacity or when directed by the unit commander, such as for indoor ceremonial activities.

e. Outdoors. Soldiers will always wear headgear when outdoors and in uniform; for example, on work details, pumping gas (except when headgear interferes with the safety of operations as determined by the commander). When on the flight line, Soldiers will not wear headgear that could result in foreign object damage, unless directed by the commander for safety reasons or extreme cold weather conditions.

f. Tactical Vehicle Headgear. All Soldiers driving or riding in tactical vehicles will wear their Advanced Combat Helmet (ACH) with the chinstrap fastened.

g. Fleece Cap. The fleece cap is authorized for wear when the outside temperature and wind chill factors are equal to or are below 40-degrees Fahrenheit. Soldiers must transition from the fleece cap to the patrol cap when the temperature and wind chill factors rise above 40-degrees Fahrenheit. The black fleece is the primary color for wear with the APFU and the coyote fleece is the primary color for wear with the ACU/A2CU.

3. General.

a. Electronic Devices. Soldiers are not authorized to wear wireless or non-wireless devices (earpieces) while wearing ACU, A2CU, ASU or AGSU uniforms, unless authorized for medical purposes (e.g., medically issued hearing devices). Soldiers are prohibited from wearing portable headphones, earphones, or other listening devices (except for hearing aids, single ear-piece hands-free phone devices, ACV helmets, and motorcycle helmets equipped with intercom systems) while operating a motor vehicle. Soldiers are prohibited from using cellular phones or other handheld electronic devices except when safely parked or using a hands-free device. This prohibition includes text messaging using handheld devices IAW AR 385-10, The Army Safety Program.

b. Eyeglasses and Sunglasses. Eyeglasses or sunglasses that are trendy or have lenses or frames with conspicuous initials, designs, or other adornments are not authorized for wear. Soldiers may not wear lenses with extreme or trendy colors, which include, but are not limited to, red, yellow, blue, purple, bright green, or orange. Lens colors must be traditional gray, brown, or dark green shades. Personnel will not wear lenses or frames that are so large or so small they detract from the appearance of the uniform. Personnel will not attach eyeglass restraints such as chains, ribbons, or bands, unless required for safety purposes. Personnel will not hang eyeglasses or

eyeglass cases on the uniform. Glasses may not be worn on top of the head at any time.

d. Restrictions on Contact Lenses. Tinted or colored contact lenses are not authorized for wear with the uniform. The only exception is for medically prescribed opaque lenses for eye injuries. Soldier may not wear contact lenses with designs on them that change the contour of the iris while in uniform. The company or higher commander may restrict the wear of contact lenses for safety or mission requirements.

f. Camelbacks. The battalion commander or commandant will determine when camelbacks (black, universal/operational-cam pattern) are authorized for use in uniform. The blue drinking tube must have a black or camouflage sleeve over it. The chain of command will determine "how it will be worn" IAW the task or mission.

g. Grooming Standards.

(1) Soldiers will always present a professional image and will continue to set the example in military presence, both on and off duty. Pride in appearance includes Soldiers' physical fitness and adherence to acceptable weight standards IAW AR 600-9, The Army Body Composition Program.

(2) Leaders will judge the appropriateness of a particular hairstyle by the appearance of headgear when worn. Soldiers will wear headgear as described in DA PAM 670-1.

(3) Extreme, eccentric, or faddish haircuts or hairstyles are not authorized. If Soldiers use dyes, tints, or bleaches, they must choose a natural hair color. Soldiers are prohibited from wearing applied hair colors that detract from a professional military appearance. Therefore, Soldiers must avoid using colors that result in an extreme appearance. Prohibited applied hair colors include, but are not limited to purple, blue, pink, green, orange, bright (fire-engine) red, and fluorescent or neon colors.

4. RANGE OR FIELD TRAINING.

Unit commanders/commandants determine what the standard uniform will be for their units executing range operations or field training exercises. At a minimum, Soldiers will wear the ACU or A2CU with patrol cap and boots. Additionally, all Soldiers will wear Authorized Protective Eyewear List (APEL) approved eye protection, and appropriate hearing protection while on the range.

a. Army Combat Helmet (ACH). When worn, the ACH will have the issued pattern helmet or OCP pattern cover with the camouflage band. The Soldier's last name will be neatly printed or embroidered on the band in black ALL CAPS and positioned either on the center of the band or offset to the wearer's right, so the name is visible if NVG mount is installed. The luminous tape (cat eyes) will face the rear of the ACH.

b. Inclement Weather. Unit commanders/commandants may authorize the wear of wet weather or cold weather gear as applicable, providing such items are issued through the normal supply system or obtained through the clothing sales store. In all cases, gear will be worn IAW AR 670-1 and DA PAM 670-1.

5. OFF DUTY. The ASU/AGSU may be worn at any time off post. The APFU is NOT authorized for wear off post when not on duty except when stopping for gas, quick purchases at convenience stores, or picking up and dropping off children at daycare facilities. Furthermore, the ACU/A2CU will NOT be worn in off post establishments that primarily sell alcohol for the sole purpose of alcohol consumption; however, they are authorized in on post clubs after duty hours.

CHAPTER 5 PHYSICAL READINESS

1. PHYSICAL READINESS TRAINING (PRT): Physical readiness is a vital part of being mission ready. All Soldiers will maintain a high state of physical readiness and meet the standards set forth in AR 350-1, Army Training and Leader Development and FM 7-22, Holistic Health and Fitness. Soldiers should conduct PRT five times a week, Monday through Friday. All Soldiers must wear the APFU when conducting PRT during the hours of 0600-0700, to include PRT conducted indoors.

2. RUNNING ROUTE: Ruff Avenue from Dustoff to Andrews (see Figure 5-1) is the primary (protected) running route, and is closed from 0530-0715, Monday through Friday (except on training and federal holiday). No vehicle traffic is authorized on Ruff Avenue during this time. Road guards are posted at Novosel Ave, Red Cloud Rd, and Division Rd to assist in vehicle crossing during road closure times. Fort Novosel also has recreational run routes, see MWR website for details.

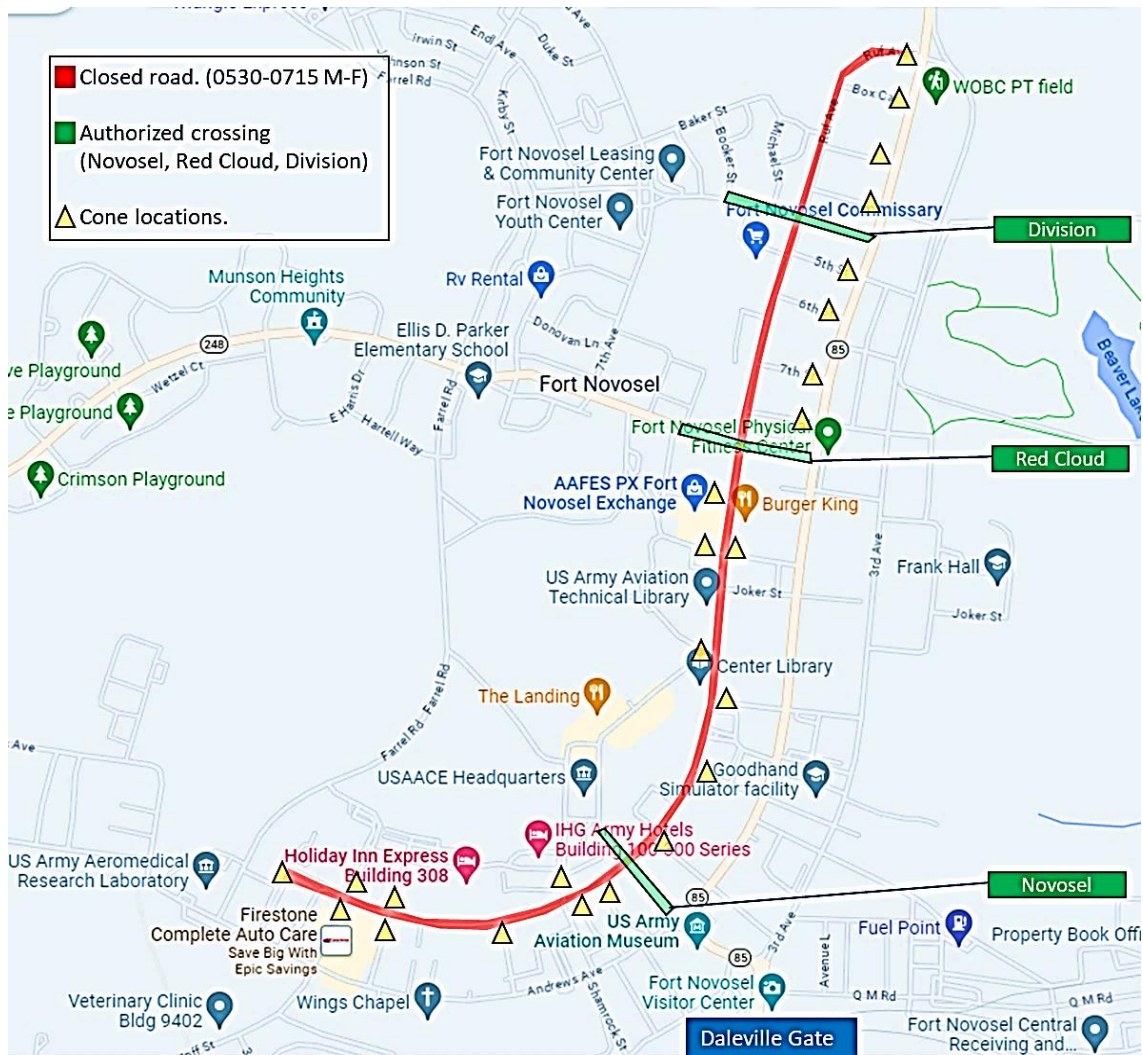


Figure 5-1
Primary Physical Fitness Running Route (Ruf Avenue)

a. Bicycling is authorized on the primary running route. Soldiers who ride bicycles during hours of limited visibility or darkness will have a reflective belt or reflective gear, a lamp that emits white light to the front, and a red reflector to the rear; all applicable safety gear must be worn.

b. Road Guards uniform is at discretion of tasked unit's battalion CSM.

3. PHYSICAL FITNESS UNIFORM: The APFU is an Army uniform, and all grooming standards apply. This uniform is the only authorized fitness uniform to be worn during PRT hours (0600-0700).

a. The use of reflective belts is at the discretion of the brigade-level commander. If worn, reflective belts are in five distinct colors: blue for all officers (commissioned and warrant), green for all NCOs (corporal through command sergeant major), orange for all USAWOCC (in school), red for all AIT, and yellow for all junior enlisted Soldiers

(private through specialist). The reflective belt will be worn around the waist for short and long sleeve APFU variations. When wearing the APFU jacket, Soldiers will wear the reflective belt across their body from their right shoulder to their left hip.

b. Unit T-shirts are authorized for wear during PRT sessions when approved by the unit commander and will be worn as the APFU shirt IAW AR 670-1 and DA PAM 670-1.

c. Soldiers are authorized to use headphones, including wireless or non-wireless devices and earpieces, in uniform while performing individual physical training in indoor gyms or fitness centers. Soldiers are authorized to wear headphones outdoors in the APFU, when conducting individual physical training on the running track located behind Fort Novosel Fitness center. Headphones must be removed when departing the designated area. Soldiers may not wear headphones while taking the Army Combat Fitness Test. Soldiers may not wear headphones beyond the permitted area in any manner, including around the neck or attached to the uniform. Headphones will be conservative and discreet. Ear pads will not exceed 1 1/2 inches in diameter at the widest point. Soldiers may wear electronic devices, such as music players or cell phones, as prescribed above; Soldiers may also wear a solid black armband to store and carry electronic devices in the gym or fitness center. Soldiers may not wear the armband beyond the permitted area.

d. When not in uniform, headphones are authorized for wear on approved secure running paths only and must be removed before entering any area adjacent to roadways.

e. Soldiers are not permitted to audibly play music from an electronic device while conducting individual physical training (i.e., playing music aloud from a cell phone). Unit and group physical training sessions are authorized to have music from a sole source provided the music selection is good taste with the Army Profession, does not interfere or interrupt the local population, and at a reasonable volume.

APPENDIX A

THE ARMY PROFESSION AND VALUES

FIVE ESSENTIAL CHARACTERISTICS OF THE ARMY PROFESSION

TRUST – *Trust between Soldiers; Trust between Soldiers and Leaders; Trust among Soldiers, their Families, and the Army; Trust between the Army and the American People*

MILITARY EXPERTISE – *Certified as an Army professional measuring Competence, Character, and Commitment*

HONORABLE SERVICE – *Army professionals are duty-bound to uphold their oath, embody the Soldiers' Creed and Army Civilian Creed, and instill the Army values in themselves and others.*

ESPRIT DE CORPS – *(a jealous regard for one's own unit) A winning spirit grounded in traditions and history, built on a foundation of discipline and pride evident at all levels of the Army Profession*

STEWARDSHIP OF THE PROFESSION – *Stewardship requires that Army Professionals understand their work is more than just a job; it is an office, and even further it is not a physical office; rather it is a moral office.*

SEVEN CORE ARMY VALUES (LDRSHIP)

LOYALTY – *Bear true faith and allegiance to the United States 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. Honor a code of dignity, integrity, and pride.*

INTEGRITY – *Do what is right, legally and morally.*

PERSONAL COURAGE – *Face fear, danger, or adversity (physical and moral).*

APPENDIX B THE ARMY CREEDS

THE ARMY CIVILIAN 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.

THE SOLDIERS' 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.

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 position to attain pleasure, profit, or personal safety.

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

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

THE WARRANT OFFICER CREED

Willingly render loyal services to superiors, subordinates, and peers in every organization of which they are members.

Always set an example in conduct, appearance and performance that will make others proud to know and work with them.

Reliably discharge all duties with which they are confronted whether such duties are expressed or implied.

Readily subordinate their personal interests and welfare to those of their organization and their subordinates.

Accept responsibility at every opportunity and acknowledge full accountability for their actions.

Never knowingly tolerate wrongdoing by themselves or others, whether by commission or omission, design, or neglect.

Teach other people in a way that effectively expand and perpetuate the scope of their technical competence.

Obtain breadth of perspective and depth of understanding beyond the limits of their specific responsibility.

Faithfully adhere to their oath of office in all respects, upholding and defending the United States Constitution by both word and deed.

Forcefully take the initiative to stimulate constructive action in all areas requiring or inviting their attention.

Improve themselves both physically and mentally, professionally, and personally, to increase their own abilities and the value of their services.

Contribute their past experiences, service, and knowledge to a dedicated effort for a betterment of the future.

Earn an ironclad reputation for the absolute integrity of their word.

Reflect credit and inspire confidence in themselves, the Warrant Officer Corps, the military service of the nation and the United States of America.

APPENDIX C
AVIATION BRANCH AND ARMY SONGS

THE AVIATION BRANCH SONG
“ABOVE THE BEST”

High above the best, high above the best.
We are Army Aviation USA,
Proud and strong, we meet the test.

Skies filled with thunder.
Wearing silver wings upon our chest.
We meet the needs of Ground Command
As we aid the Nation's quest.
Army Aviation, flying high above the best!

THE ARMY SONG
“THE ARMY GOES ROLLING ALONG”

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

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

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

APPENDIX D USEFUL LINKS

APPROVED EYEWEAR LIST:

<https://www.peosoldier.army.mil/Equipment/Approved-Eyewear-QPL/>

APPROVED FOOTWEAR FOR AVIATION USE:

<https://usaarl.health.mil/index.cfm/boots>

ARMY:

<http://www.army.mil>

<https://www.facebook.com/#!/ftNovosel/?fref=ts>

ARMY AVIATION:

www.facebook.com/

ARMY AVIATION LEADER KIT BAG

<https://armyeitaas.sharepoint-mil.us/sites/TR-ACoE-ALKB/SitePages/Aviation-Leader-'Kit'-Bag.aspx>

AR 670-1:

http://www.apd.army.mil/pdf/r670_1.pdf

DA PAM 670-1:

http://www.apd.army.mil/pdf/p670_1.pdf

ARMY CAREER TRACKER:

<https://actnow.army.mil/>

ARMY PROFESSION:

<http://capl.army.mil/>

ARMY TRAINING NETWORK:

<https://atn.army.mil/>

COMPREHENSIVE SOLDIER AND FAMILY FITNESS:

https://armypubs.army.mil/epubs/DR_pubs/DR_a/pdf/web/r350_53.pdf

FORT NOVOSEL FAMILY AND MWR:

[Ft. Novosel - US Army MWR](#)

USAACE AND FORT NOVOSEL:

<http://www.Novosel.army.mil/usaace/index.html>

<https://www.facebook.com/ftNovosel>

USAACE HOMEPAGE (SHAREPOINT)

[Aviation Center of Excellence - Home \(sharepoint-mil.us\)](#)

<https://www.facebook.com/#!/ftNovoselmwr/?fref=nf>

USAACE) AND FORT NOVOSEL POLICY MEMORANDUMS:

https://intranet.Novosel.army.mil/policy-reg/policyletters_2530.html

APPENDIX D

Commanding General's Reading List

Army Aviation

- *A History of Army Aviation From Its Beginnings to the War on Terror* by Dr James E. Williams.
- *Fighting the Flying Circus* by Captain Edward V. Rickenbacker
- *The Aviators (Brotherhood of War, Book 8)* by W. E. B. Griffin
- *Dustoff: The Memoir of an Army Aviator* by CW4 (Ret.) Michael Novosel
- *Cowboys Over Iraq* by COL (Ret.) Jimmy Blackmon

History of Warfare

- *The Regulars: The American Army, 1898-1941* by Edward "Mac" Coffman
- *American Soldiers: Ground Combat in the World Wars, Korea, and Vietnam* by Peter Kindsvatter
- *Kevlar Legions: The Transformation of the U.S. Army, 1989-2005* by John Sloan Brown
- *Military Service and American Democracy: From World War II to the Iraq and Afghanistan Wars* by William Taylor
- *Thinking in Time: The Uses of History for Decision Makers* by Richard E. Neustadt and Ernest R. May (of the RAND Corporation)
- *This Kind of War: A Study in Unpreparedness* by T. R. Fehrenbach
- *Military Innovation in the Interwar Period* by Williamson Murray
- *We Were Soldiers Once...and Young: Ia Drang - the Battle That Changed the War in Vietnam* by LTG (Ret.) Hal Moore and Joseph L. Galloway
- *Blitzkrieg to Desert Storm: The Evolution of Operational Warfare* by Robert M. Citino
- *Takedown: The 3rd Infantry Division's Twenty-One Day Assault on Baghdad* by James Lacey
- *Not a Good Day to Die: The Untold Story of Operation Anaconda* by Sean Naylor
- *Red Platoon* by Clint Romesha

Leadership

- *Once an Eagle* by Anton Meyer
- *19 Stars: A Study in Military Character and Leadership* by Edgar F. Puryear Jr
- *Grey Eminence: Fox Conner and the Art of Mentorship* by Edward Cox
- *A Message to Garcia* by Elbert Hubbard
- *The Art of War* by Sun Tzu (Translation by Ralph Sawyer)
- *Hal Moore on Leadership: Winning When Outgunned and Outmanned* by LTG Harold G. Moore (Ret.) and Mike Guadagnoli
- *Call Sign Chaos: Learning to Lead* by Gen (Ret.) James Mattis and Bing West
- *Start With Why: How Great Leaders Inspire Everyone to Take Action* by Simon Senek
- *Leaders Eat Last* by Simon Senek
- *The Art of Command: Military Leadership from George Washington to Colin Powell* by • Harry S. Laver and Jeffrey J. Matthews (Editors)
- *Black Hearts* by Jim Frederick
- *Turn the Ship Around* by CAPT (Ret.) L. David Marquet
- *Meditations* by Marcus Aurelius

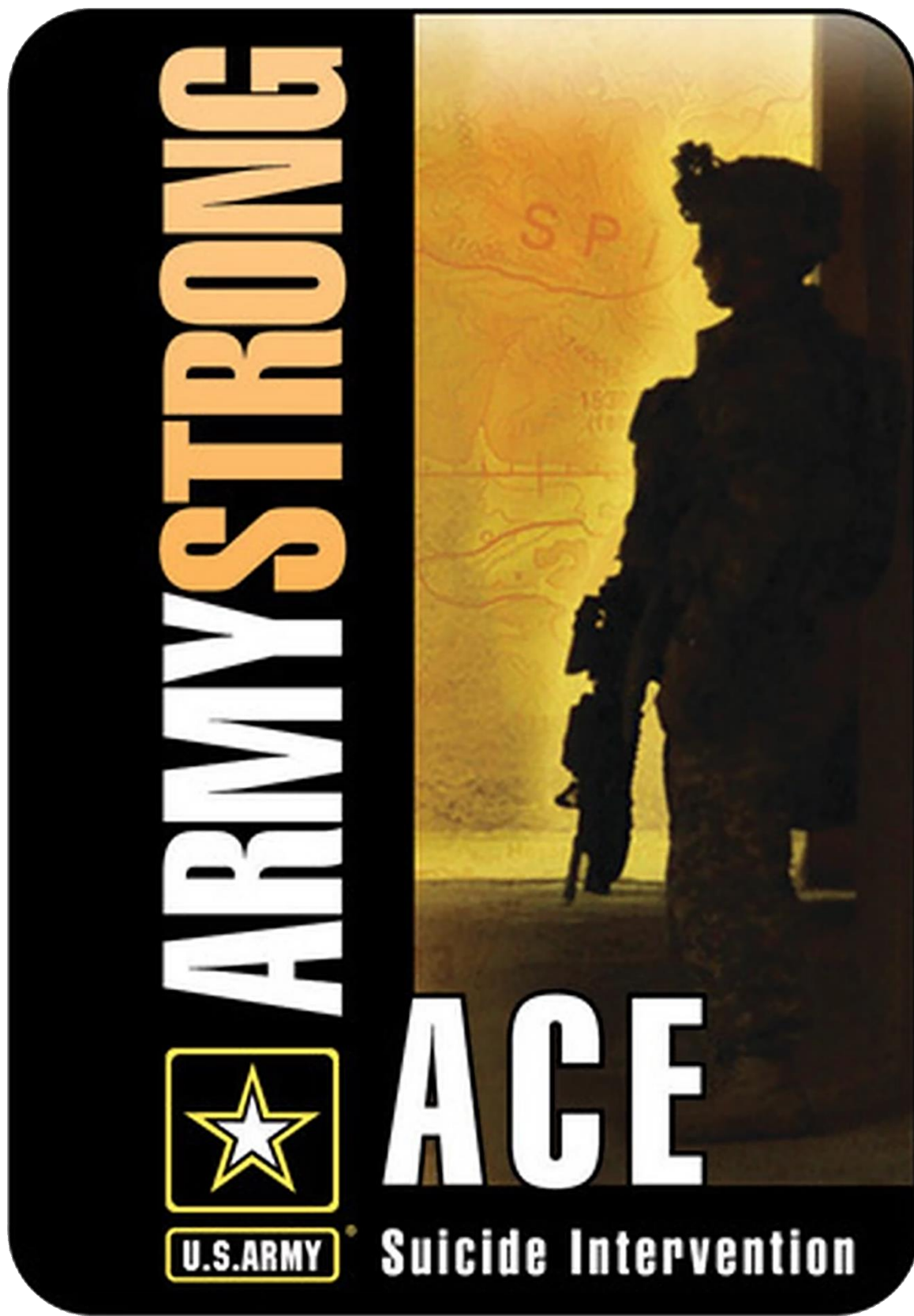
Understanding the International Strategic Environment

- *Building a Sustainable International Order: A RAND Project to Explore U.S. Strategy in a • Changing World* by Michael J. Mazarr, Miranda Priebe, and Andrew Radin
- *World Order* by Henry Kissinger
- *The Revenge of Geography* by Robert Kaplan
- *Battlegrounds: The Fight to Defend the Free World* by LTG (Ret.) H.R. McMaster
- *Active Defense: China's Military Strategy since 1949* by M. Taylor Fravel

Innovation, Technology, and Future Concepts

- *Army of None: Autonomous Weapons and the Future of War* by Paul Scharre
- *Cybersecurity and Cyberwar: What Everyone Needs to Know* by P. W. Singer and Allan Friedman
- *Enders Game* by Orson S. Card
- *The Kill Chain* by Christian Brose
- *2034: A Novel of the Next World War* by Elliot Ackerman and Admiral (Ret.) James Stavridis
- *Ghost Fleet: A Novel of the Next World War* by P.W. Singer and August Cole

Press On!: Selected Works of General Donn A. Starry Vol I & II by Lewis Sorley



[Directorate of Prevention, Resilience and Readiness \(army.mil\)](http://army.mil)



<http://chppm-www.apgea.army.mil/>

USACHPPM

Ask your buddy

- Have the courage to ask the question, but stay calm
- Ask the question directly, e.g., Are you thinking of killing yourself?

Care for your buddy

- Remove any means that could be used for self-injury
- Calmly control the situation; do not use force
- Actively listen to produce relief

Escort your buddy

- Never leave your buddy alone
- Escort to the chain of command, a Chaplain, a behavioral health professional, or a primary care provider

GTA 12-01-003 May 2008





SHARPSM
SEXUAL HARASSMENT/ASSAULT RESPONSE & PREVENTION

Prevent Sexual Harassment and Sexual Assault

- Live by and enforce the Army's Standards of Conduct
- Ensure team members are respected
- **Intervene, Act and Motivate** others to stop sexual violence
- Take the pledge and Motivate your team to be the force in the fight
- Watch for others trying to target or isolate someone vulnerable
- Set the standard to stop inappropriate remarks, touching, intimacy or pressuring someone to drink

If you has been the victim of sexual harassment or sexual assault you should seek the assistance of a SHARP Victim Advocate ASAP.

If you witness or have knowledge of sexual harassment or sexual assault, you have a duty to report it.

FT NOVOSEL SHARP HOTLINE

(334) 470-6629

<https://home.army.mil/novosel/index.php/sharp>

WeCare, Fort Novosel App is available below. This app is to support the TRADOC Sexual Harassment/Assault Response and Prevention (SHARP) campaign plan which is designed to reduce with the goal of eliminating sexual harassment and sexual assault from our ranks.



'WeCare' App

Download from smart phone app store.



U.S. ARMY

BE ALL YOU CAN BE.



ABOVE THE BEST! “FLY ARMY!”