**GLADIATOR STANDARDS**

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|  | **This document establishes the standards of the 902d Engineer Construction Company. It is not all-inclusive, but addresses matters of frequent importance to Soldiers assigned to 902D ECC. WHERE APPLICABLE, THESE POLICIES ARE PUNITIVE. Violators are subject to punishment under Federal Law and the UCMJ, and other appropriate administrative actions to include being found not in the line of duty.**22 February 2018 |  |

**DARE**.

 Discipline: Doing what is right, even when no one is looking. Self-discipline is the ability to controls one’s own behavior. Organizational discipline is a mindset for a unit to practice sustained, systematic actions to reach and sustain a capability to perform its military function. Everything we do is worth doing with our best effort.

Attitude: A positive attitude greatly contributes to the climate and culture of the unit. A strong personal attitude helps prevail over adverse external conditions. We derive our professional attitudes from the Warrior Ethos: I will always place the mission first, I will never accept defeat, I will never quit, I will never leave a fallen comrade. Positivity and the warrior spirit are infectious, spread the disease.

Respect: Respect is foundational for trust. Leaders and Soldiers who respect those with whom they work will likely garner respect in return. We will consistently seek opportunities to better understand other cultures, see other perspectives, and appreciate what others find important. Everyone has a role in fostering a climate that treats all members of our team with dignity and respect. Fostering a positive climate begins with personal example.

Empowerment: Empowering subordinates is a forceful statement of trust and one of the best ways of developing leaders. Leaders empower subordinates to bring creative and innovative ideas forward. Empowering subordinates does not mean omitting checks, effective leaders help subordinates in identifying successes and mistakes through effective AARs. *Effective leaders explain the standards that apply to their organizations and empower subordinates to enforce them*.

**CCIR:** 1. Any loss of life, limb, eyesight, injury or trauma requiring MEDEVAC or hospitalization of a Soldier, Family Member (FM), or Local National (LN)

 2. Any missed movement or delay

 3. Any Sexual assault, domestic assault, or sexual harassment of a Soldier or FM

 4. Alert or EDRE from higher HQ

 5. Alcohol related incidents on Tower barracks where a SM is arrested or detained by a senior leader or any DUI/DWI or Soldier detained by MP or German Police

 6. Suicide attempts or ideations by a Soldier, FM, or LN

 7. Loss or theft of a sensitive item or AA&E

 8. Classified information spillage or adverse media event

 9. AWOL, missing, or DUSTWUN Soldiers

 10. Traffic accident involving government owned vehicle

 11. Soldier at risk of departing theater without an award or evaluation

 12. Red Cross message that possibly or will meet emergency leave criteria

 13. Birth of child by Soldier or FM or overnight hospitalization of Soldier or FM

**Accountability:** 100% accountability is required daily. Leaders must immediately report and locate any Soldiers for whom they cannot account for. Leaders must promptly train and counsel subordinates on accountability standards. Soldiers who miss formations must report to the 1SG’s office with their first line supervisor.

**Awards:**  Unit leaders must ensure awards are submitted on time. Recommendations for an award must be submitted error free and the correct number of days prior to the presentation date. The minimum number of days for submission is as follows:

 MSM: 135 days prior to awarding

 ARCOM: 90 days prior to awarding

 AAM: 45 days prior to awarding

 Certificate of Achievement: 15 days [35 days for PCS]

 Any IMPACT Award: NLT 30 days after the achievement

The Platoon Chain of Command will enclose a memorandum of lateness giving full justification for late submission. ERB will be attached to the DA 638 within GEARS. Deserving Soldiers will not be denied recommendations for awards based solely on time constraints or rank.

**Appointments:** Don’t miss them. Soldiers will not make appointments during scheduled Physical Training, Command Maintenance, or Sergeants Time Training whenever possible. Scheduled appointments are a Soldier’s place of duty and failure to make an appointment may result in administrative or UCMJ actions.

**Barracks/Inspections:**  The back of each room door will have posted: 1) 15 EN BN Barracks Policy, 2) 902d ECC Policy Letter #2 – Gladiator Standards, 3) Leaders Visit Roster (found in the 15 EN BN Barracks Policy), 4) the Building Evacuation Plan, 5) High Dollar Value Items Sheet, and 6) DA 2062 for the barracks room furniture.

Soldiers are adults and will be treated as adults. Soldiers will NOT maintain privately owned weapons (POW) in their rooms. Parking of privately owned vehicles (POV) is authorized in designated parking areas only, occupants will not park on seeded areas or areas designated as fire lanes, bicycle areas, or sidewalks. Soldiers will not store any item of CTA-50 in a privately owned vehicle (POV) for extended periods of time. Soldiers 18 years of age and older will store only a reasonable amount of alcohol in their rooms (1x 12 pack of beer, 1x 1 liter bottle of wine, AND 1x 750 ml bottle of alcohol). Abuse of drugs or alcohol will not be tolerated and will result in administrative or UCMJ action.

The chain of command will perform informal walkthroughs on a continual basis. These walkthroughs do not constitute formal inspections; rather, they allow the chain of command to monitor the compliance with this policy. The commander will perform health and welfare inspections as deemed appropriate.

**Command Maintenance Discipline Program:** The first day of each week will be dedicated to PMCS IAW the appropriate TM and scheduled services. All operators will use the -10 TM when conducting PMCS. Leaders are required to supervise PMCS on the first day of the week.

**Command Supply Discipline Program:** Gladiators treat their equipment as if their life depends on it, because it does! All property will be signed down to the end user. Leaders are responsible for training subordinates on property accountability procedures. Sub-Hand Receipt Holders must sign their sub-hand receipts NLT the 20th of each month. Joint inventories of property must be conducted if a property owner will be gone for greater than 30 days or is PCSing/ETSing/changing positions.

**Counseling:** Counseling is one of the most important things a supervisor can do. Done correctly, counseling provides guidance, states goals and objectives, and provides both positive and negative feedback to Soldiers. Finally, it gives the Soldier a plan on how to succeed. Every leader within the 902d must develop a strong and aggressive counseling program for their Soldiers. Forms DA 4856, 2166-8-1, 2166-9-1A are used for recording counseling and aid in providing leaders a written record for events and actions covered in the counseling session. The use of non-judicial punishment (NJP) and administrative actions are a last resort and will be used to motivate Soldiers when all other avenues are exhausted. Counseling statements clearly indicating sub-standard behavior and failure to follow corrective plans of actions will facilitate the use of NJP and administrative actions. Our Soldiers deserve clear, concise, and detailed counseling to help them develop professionally, perform their jobs effectively, and become the best Soldiers they can be.

**Drug and Alcohol Use:** There is no room for a Soldier who chooses to use illegal substances, or a Soldier who abuses prescription drugs or alcohol. Soldiers witnessing illegal drug use or abuse are to immediately report the incident to their chain of command, or the local authorities. Gladiator Soldiers WILL NOT operate a vehicle while under the influence of alcohol or drugs. Soldiers who think they have a problem with drugs or alcohol are encouraged to self-refer to ASAP or use the open door policy to receive help. Our company conducts regular urinalysis testing…Soldiers caught using illegal drugs face UCMJ and possible separation from the Army.

**Hazing**: Hazing is any conduct whereby one Soldier, regardless of service or rank, unnecessarily causes another Soldier to suffer or be exposed to an activity which is cruel, abusive, oppressive or harmful. Hazing is destructive and divisive, and will not be practiced or tolerated among Gladiators.

Leaders must enforce standards and exercise strong leadership, which may include team-building activities. This does not, however, allow for any activity that crosses the line and results in an abuse of power and or deliberate humiliation. Effective leaders must never participate in, allow, or condone hazing. Gladiators will not tolerate or engage in hazing, and will report any incident of hazing to the 1SG.

**Family Readiness Group Program:** FRG is defined as: *An organization of family members, volunteers, and Soldiers belonging to a unit that together provides information and assistance to others in the group. They provide a network of communication between the family members and the chain of command and create a climate of mutual support within the group.* Soldiers, their spouses and/or family members have the responsibility to prepare themselves for the absence of the Soldier prior to deployment. I stand ready to support the FRG, however I cannot ensure its success without volunteers and participation. All Soldiers and family members automatically belong to the Family Readiness Group. The Soldier and/or family members have the choice to opt out. There are no dues and there will be no pressure to participate. The FRG meets monthly, whether or not the company is deployed.

**Fraternization:** Gladiator Soldiers do not fraternize. We will follow and apply the standards contained in AR 600-20 at all times.

**In Processing and Sponsorship:** All Gladiator Soldiers will complete the online eSponsorship Training (<http://www.militaryonesource.mil/>) and provide a copy of their certificate to the Training NCO. All new gains to the company will be assigned a sponsor of similar rank and family situation in order to help new Soldiers integrate into the Tower Barracks area and the Company. Sponsors will accompany new Soldiers through all required in processing actions.

**Leave/Pass:** Soldiers are encouraged to retain at least 5 days of leave in order to plan for emergency situations. Ordinary leave will be approved based upon mission requirements and the recommendation of the Soldier’s chain of command. Emergency leave will be approved on a case-by-case basis. The first line supervisor will be required to counsel all Soldiers who request advanced leave on the possible consequences. Leave packets are due a minimum of 14 days prior to the requested date. Pass packets are due a minimum of 7 days prior to the requested date. Permissive TDY and leave over 30 days are due a minimum of 30 days prior to the requested date. Soldiers traveling more than 250 miles away from post or outside of Germany must submit a mileage pass; travel greater than 10 hours away will require a leave packet. Soldiers requesting mileage passes will not be exempt from the duty roster or any scheduled duties during the time period of the mileage pass. Leave extensions are granted for emergency and unique situations. Soldiers traveling must adequately plan for timely return if they experience vehicle problems or break-downs (i.e. this is not a good reason to extend leave). *All Soldiers are individually responsible for checking the foreign clearance guide (*[*https://www.fcg.pentagon.mil/fcg.cfm*](https://www.fcg.pentagon.mil/fcg.cfm)*) for country specific requirements and submission timelines.*

**Mission and Exercise Standards of Conduct**: Gladiators represent the best of the United States Army and the United States of America. We must behave with discipline and adhere to the Army values at all times during missions or exercises. Soldiers will not visit or enter billets reserved for the opposite sex at any time (not applicable to the chain of command in the performance of official duties). Soldiers are not authorized to possess, purchase, or consume alcohol unless authorized by the Company Commander. If authorized, Soldiers will consume no more than two beers (1 beer = 12 ounces), two glasses of wine (1 glass = 5 ounces), or two shots of liquor (1 shot = 1.5 ounces). No alcohol will be consumed within 24 hours of operating motor vehicles.

**OPD/NCODP Program:** The CDR will develop and execute the Officer Professional Development Program for the Officers in the Company. The 1SG will develop and execute the NCO Development Program for the NCOs in the Company. Subjects will be determined and scheduled based on the unit METL, higher headquarters guidance, and developmental requirements. Maximum participation will be required for all scheduled sessions.

**Open Door Policy:** I am committed to addressing the concerns of every Gladiator in the company. Although I am a strong advocate of using the chain of command to resolve issues within the company, I am available to discuss any issue that requires my personal attention. This policy should not be viewed as a means of circumventing the chain of command. It is established to promote a healthy command climate by solving Soldiers’ problems as quickly as possible at the lowest level. I want to emphasize that I encourage personnel to give their chain of command a fair opportunity to solve their problem. I also urge leaders to take advantage of Legal Assistance, ACS, Chaplain, MFLC, and other agencies on Tower Barracks. Notwithstanding, my door is always open to any Gladiator that needs to talk. Under no circumstances will I discuss ongoing investigations or pending UCMJ charges under this policy. Gladiators must obtain permission from their leadership to be absent from their place of duty before utilizing this policy. I will not tolerate any Soldier being punished in any way for exercising this Open Door Policy; no Gladiator will have to fear reprisals.

**Physical Fitness:** Soldiers must be in shape in order to endure the hardships and rigors of combat and everyday missions. Maintaining a high level of physical fitness is a necessity and not an option. The company physical fitness program is designed to promote physical fitness, the warrior ethos, esprit de corps, and unit morale. This program will strengthen and condition all Soldiers, thus enabling them to complete critical soldier and/or leader tasks supporting the unit METL. In addition, the program will help all soldiers in maintaining a high level of fitness in order to pass the Army Physical Fitness Test (APFT).

Special Population PT: The intent for special PT programs is to improve the physical fitness and combat readiness of enrolled Soldiers. All APFT failures, any personnel who fail to meet the body fat standards IAW AR 600-9 (ABCP), and those that cannot complete company runs will participate. Training will be conducted in accordance with the posted schedule. Individuals will remain in the program until they pass a record APFT, meet the body fat standards IAW AR 600-9, and/or complete a company run (which ever applies).

All company runs will be conducted at an 8.5min/mile pace. Road marches conducted at PLT or larger size elements will maintain a 15min/mile pace.

**Reenlistment Incentives:** All Soldiers who reenlist will be given the remainder of their reenlistment day off. Reenlisting Soldiers will also be exempt from the duty roster for 30 days, will receive two 4-day passes, and one 3-day pass.

**Safety:** Safety must be our top priority everywhere that we conduct training and during all of our activities. Nothing we do in peacetime warrants a Soldier losing his life or being seriously injured. This focus in safety during times of peace will, in times of war, ensure that Soldiers are not injured or lost due to careless human error.

Formal written risk assessments will be completed prior to the start of any squad-level training event IAW the Risk Management process, and risk assessments will be used and updated as necessary at the training or mission site.

All accidents will be reported as soon as possible to the individual’s team leader. An accident report will then be filled out by the chain of command.

**Sick Call Procedures:** Mon-Fri screening by Company medic from 0600-0620. Medic will recommend either an appt later in the day or will send the Soldier to the Clinic to be seen by BN Physician’s Assistants (sick call slip will be provided by Company medic). Ensure you notify your supervisor for accountability.

**Suicide Prevention:** YOU are the first line of defense in identifying and helping someone who may be considering suicide! **Danger Signals:** Soldier threatens suicide; Talks about wanting to die; Shows changes in behavior, appearance, mood; Abuses drugs, alcohol; Deliberately injures themselves; Appears depressed, sad, withdrawn. **You can help:** Stay calm and listen; Let them talk about their feelings; Be accepting; do not judge; Ask if they have suicidal thoughts; Take threats seriously; Don’t swear secrecy, Tell Someone! **Get Help, contact:** Chaplain, Chain of Command, Supervisor, Community Mental Health, Emergency Operator, or go to the emergency room.

**Training:** The focus of an Army in garrison is to train for war. Our training must be tough, realistic, and directly related to success and domination on the battlefield. All training will be evaluated according to Army standards, with the primary reference being the Army Training Network (<https://atn.army.mil/>). Leaders are expected to use the 8-Step Training Model in planning and executing training, with particular emphasis placed on leader certification and AARs. All leaders will use the Gladiator Training Request form to properly resource training and be certified by the 1SG. Subordinate leaders must know and understand the tasks specific to the training event and must be capable of expertly training their Soldiers at those tasks. The AAR process must ensure that lessons are truly learned and not simply observed.

We will train as we fight. It is up to every Soldier and Leader to incorporate communications and medical training tasks into each training event. Leaders will focus on planning, resourcing, and protecting training events.

Our Nation faces numerous and simultaneous complex threats from actors around the world. Engineer units have been intimately involved in the successful completion of the full spectrum of operations worldwide. Conducting credible, relevant, and rigorous training is paramount. We must master the basics in every discipline while developing agile and adaptive leaders capable of integrating the range of engineer capabilities in a decisive action environment. We will train and prepare to perform our mission anywhere in the world, with little notice, and with extreme violence and prejudice.

**GLADIATORS!**

 JAMES B. WASSON SETH S. WHITE

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 Commanding First Sergeant