

Blue Book

"That I will support and defend the Constitution of the United States against all enemies, foreign and domestic; that I will bear true faith and allegiance to the same"



FOREWORD

The **Purpose** of the Army's "Blue Book" is to inform Soldiers why we serve, provide historical information, and prescribe standards for appearance and conduct of all Soldiers. The men and women of the U.S. Army make up a highly disciplined fighting force that embodies the lineage of our nation and the Army. All Soldiers will use this Blue Book and its associated regulations to strengthen, enable, and demonstrate the Army Profession through enforced standards and discipline. It is expected that all Soldiers will have a copy of this document on their person when in the duty uniform.

The **First** "Blue Book" was written by Baron F. von Steuben and published in 1779, and was the original standards, tactics, and regulation manual for the Continental Army. It was titled *Regulations for the Order and discipline of the Troops of the United States Part I* and nicknamed the "Blue Book". Because dye shortages printing houses had to use the most readily available color which was blue. By imposing a common set of standards and regulations, a professional Army was born and won the Revolutionary War. Laws and regulations that govern today's Soldiers create a professional, competent, and unified Army. The modern Army Blue Book continues to support our profession by providing the same foundations as the original.

The **Army Standards** are uncompromising. They foster an environment of trust and accountability. It is our responsibility as Soldiers and Leaders to enforce and model standards and discipline while living the Army Profession every day. We expect this from every one of you and are empowering you to do just that! The Blue Book contains a collection of standards pertaining to the Constitution, the Army Profession, Personal Appearance, and our Daily Conduct. It includes our oaths, creeds, and ethos which gives Soldiers their purpose for serving and inspiration to complete the mission. Leaders and Soldiers must know why they serve and understand how their efforts are a major part of the Army's and their unit's success. This can only happen when Leaders and Soldiers commit to the Army and our profession. It is imperative all Soldiers be thoroughly familiar with Army standards and enforce them to maintain our culture of professionalism and excellence.

THIS WE'LL DEFEND

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CHAPTER 1

Why We Serve – Serving in the United States Army is a privilege, and as part of an all-volunteer Army, it is incumbent for all of us to conduct ourselves in a manner that brings pride in serving our nation. Through long-standing traditions and professional standards, the Army has established a standard for service that will withstand the test of time. We are and will continue to be an enduring symbol of American strength and resilience.

1.1. The United States Constitution – The United States Constitution was created by the Constitutional Convention in 1787 and ratified in 1788. The Constitution was created to protect the natural rights of life, liberty, and the pursuit of happiness. It also enabled a standing Army which can defend national interests with federal authority and protect its citizens and states.

The Constitution is the document from which all the civil and military authority flows. It is worthy of our commitment because it is the foundation of America's democracy and represents the values that unite Americans. As Soldiers, we must place loyalty to the Constitution above personal gain.

Soldiers and officials begin their service by performing a sacred rite in reciting the Oath of Enlistment or the Oath of Office. These oaths pledge our unwavering commitment to uphold the Constitution.

- a. The Preamble of the Constitution of the United States of America is to emphasize the power and authority of the Constitution which comes from the will of the American citizens. The Preamble also sets forth the stated goals of the Constitution and the government which is highlighted in the 1st stanza.

"We the People of the United States, in Order to form a more perfect Union, establish Justice, insure domestic Tranquility, provide for the common defence, promote the general Welfare, and secure the Blessings of Liberty to ourselves and our Posterity, do ordain and establish this Constitution for the United States of America." – The U.S. Constitution: Preamble, 1787

1.2. Oaths: Our Pledge to the Ideals of our Nation – Trust starts with our oaths, our overt commitment swearing or affirming to support and defend the Constitution. They demonstrate our strength of character to defend freedom, instill a sense of purpose, and provide meaning to all Soldiers. The oaths are not to a single leader, person, or government, we take the oath because of the ideals of protecting our nation and the freedoms we enjoy so much. When you take an oath, you become part of the Army Profession.

- a. OATH OF ENLISTMENT(S):** “I, _____, do solemnly swear (*or affirm*) that I will support and defend the Constitution of the United States against all enemies, foreign and domestic; that I will bear true faith and allegiance to the same; and that I will obey the orders of the President of the United States and the orders of the officers appointed over me, according to regulations and the Uniform Code of Military Justice. So help me God (*optional*).”
- b. OATH OF OFFICE, OFFICER:** “I, _____, having been appointed a (rank) in the United States Army, do solemnly swear (*or affirm*) that I will support and defend the Constitution of the United States against all enemies, foreign and domestic; that I will bear true faith and allegiance to the same; that I take this obligation freely, without any mental reservation or purpose of evasion; and that I will well and faithfully discharge the duties of the office on which I am about to enter. So help me God (*optional*).”
- c. OATH OF OFFICE, CIVIL SERVANT:** “I, _____, do solemnly swear (*or affirm*) that I will support and defend the Constitution of the United States against all enemies, foreign and domestic; that I will bear true faith and allegiance to the same; that I take this obligation freely, without any mental reservation or purpose of evasion; and that I will well and faithfully discharge the duties of the office on which I am about to enter. So help me God (*optional*).”

We Take An Oath And Live By It!

1.3. Army Creeds: Our Pledge to Each Other – Our Army creeds are the pledge we make to each other and the mission. They represent our unwavering dedication, selflessness, and courage. They are the guiding principles that shape our mindset and behaviors while fostering unity and cohesion. Our creeds serve as a reminder of our duty and commitment to serve our country and protect our citizens.

SOLDIER'S CREED

I am an American Soldier.

I am a warrior and a member of a team.

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

I will always place the mission first.

I will never accept defeat.

I will never quit.

I will never leave a fallen comrade.

I am disciplined, physically and mentally tough, trained and proficient in my warrior tasks and drills.

I always maintain my arms, my equipment and myself.

I am an expert and 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.

NCO CREED

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!

1.4. General Orders – Our General Orders provide the model for Soldier actions on a daily basis and in the absence of orders.

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

I will obey my special orders and perform all of my duties in a military manner.

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

1.5. Army Beliefs – Our Army belief system is derived from our Warrior Ethos, Army Motto, and Army Values. By knowing and following these codes of conduct, Soldiers will be equipped to appropriately handle any situation (garrison, training, or combat) with purpose and honor.

Our belief system and reason for serving has built a legacy of character, competence, and commitment. The lineage and heritage of the Soldiers who came before us serves as a reminder that we all serve a purpose greater than ourselves. The United States Army exists to protect and defend our nation for as long as required.

The Warrior Ethos – Not mere guidelines, the Warrior Ethos is a set of principals by which every Soldier lives, it shapes our character, and is a way of life. The Warrior Ethos defines how a Soldier trains, lives, and fights.

I will always place the mission first.

I will never accept defeat.

I will never quit.

I will never leave a fallen comrade.

The Army Motto – The Army Motto “This We’ll Defend” was first used by the War Office of the Continental Army during the American Revolution in 1778. It was originally used as a war cry, but now remains as a reminder of our legacy and summarizes the Army’s responsibility. The motto can be found on the Army flag and continues to signify the Army’s constant readiness to defend and preserve the United States.

Army Values – The Army Values are a set of moral and ethical tenets that characterize the Army culture and promote certain norms of conduct that include a unique service ethic expected of every Soldier. The core of the Army Values holds true and cannot be changed if the Army wishes to remain an institution which can be trusted to protect the U.S. Constitution, our nation, and the American people. Since society and societal values and norms are ever changing, these Army Values reaffirm our commitment to each other, our units, the Army, and the nation.

LOYALTY – Bear true faith and allegiance to the U.S. Constitution, the Army, your unit and other Soldiers. Bearing true faith and allegiance is a matter of believing in and devoting yourself to something or someone. A loyal Soldier is one who supports the leadership and stands up for fellow Soldiers. By wearing the uniform of the U.S. Army you are expressing your loyalty. And by doing your share, you show your loyalty to your unit.

DUTY – Fulfill your obligations. Doing your duty means more than carrying out your assigned tasks. Duty means being able to accomplish tasks as part of a team. The work of the U.S. Army is a complex combination of missions, tasks and responsibilities — all in constant motion. Our work entails building one assignment onto another. You fulfill your obligations as a part of your unit every time you resist the temptation to take “shortcuts” that might undermine the integrity of the final product.

RESPECT – Treat people as they should be treated. All people have dignity and worth and must be treated with respect. Respect is what allows us to appreciate the best in other people. Respect is trusting that all people have done their jobs and fulfilled their duty. And self-respect is a vital ingredient with the Army value of respect, which results from knowing you have put forth your best effort. The Army is one team and each of us has something to contribute.

SELFLESS SERVICE – Put the welfare of the nation, the Army and your subordinates before your own. Selfless service is larger than just one person. In serving your country, you are doing your duty loyally without thought of recognition or gain. The basic building block of selfless service is the commitment of each team member to go a little further, endure a little longer, and look a little closer to see how he or she can add to the effort.

HONOR – Live up to Army values. The nation's highest military award is The Medal of Honor. This award goes to Soldiers who make honor a matter of daily living — Soldiers who develop the habit of being honorable, and solidify that habit with every value choice they make. Honor is a matter of carrying out, acting, and living the values of respect, duty, loyalty, selfless service, integrity and personal courage in everything you do.

INTEGRITY – Do what's right, legally and morally. Integrity is a quality you develop by adhering to moral principles. It requires that you do and say nothing that deceives others. As your integrity grows, so does the trust others place in you. The more choices you make based on integrity, the more this highly prized value will affect your relationships with family and friends, and, finally, the fundamental acceptance of yourself.

PERSONAL COURAGE – Face fear, danger or adversity (physical or moral). Personal courage has long been associated with our Army. With physical courage, it is a matter of enduring physical duress and at times risking personal safety. Facing moral fear or adversity may be a long, slow process of continuing forward on the right path, especially if taking those actions is not popular with others. You can build your personal courage by daily standing up for and acting upon the things that you know are honorable.

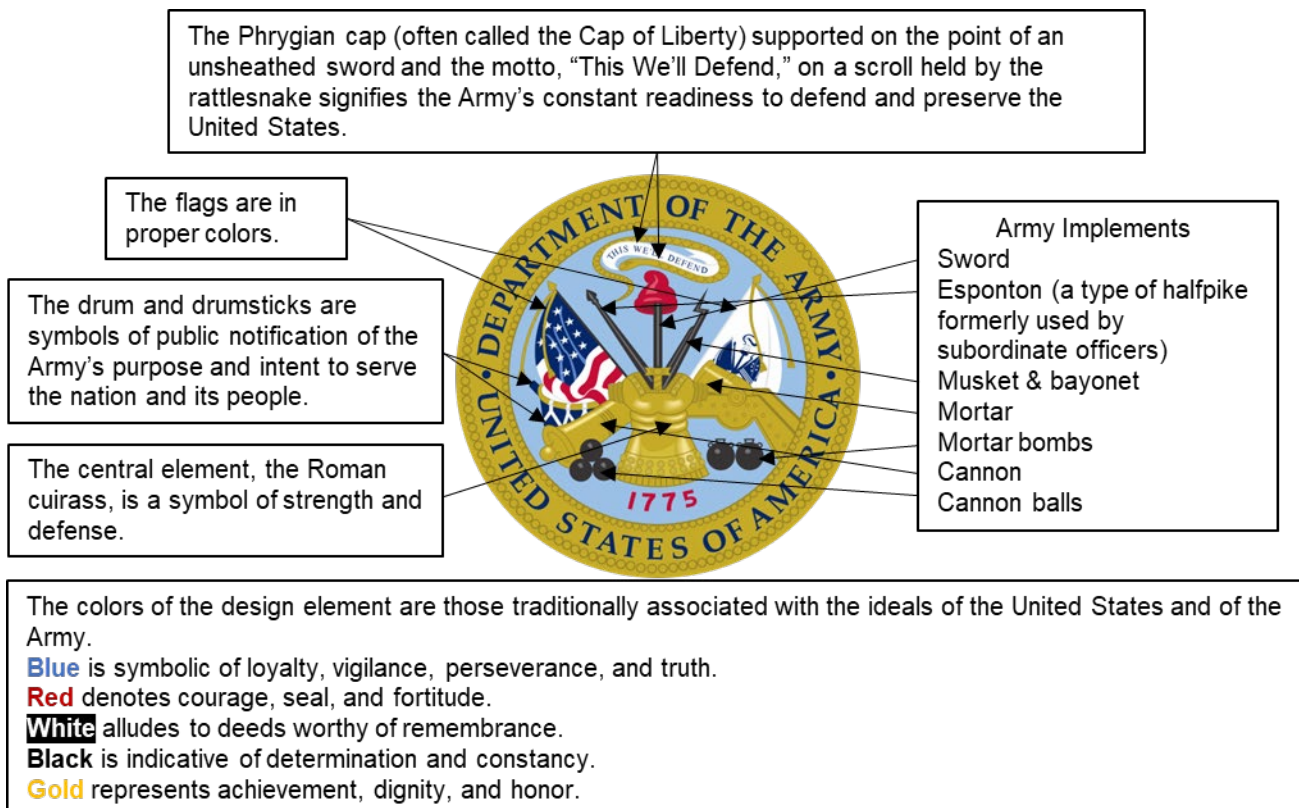
CHAPTER 2

Our Army – On 14 June 1775, the second Continental Congress established the Continental Army, appointing the United States Army as the first service of the Armed Forces of the United States.

The Army is composed of three distinct and equally important components: the active component, the Army National Guard (ARNG), and the United States Army Reserve (USAR). The components representing the Total Army ensure that we have the capacity, capability, and endurance to do what our nation requires.

The Army has many symbols that are rich in history and symbolism. It is critical for Soldiers to know and understand our symbols and use them as a point of pride.

2.1 Army Emblem – Prior to its establishment there was no official display item to identify the Army. The Army seal traditionally had only been used to authenticate documents and was not authorized for display. In recognizing the need to provide a display item, the Secretary of the Army approved the design as the official emblem to represent the Army on 29 January 1974.



2.2. The Army Flag – The Army Flag was dedicated and unfurled to the public on 14 June 1956 at Independence Hall, Philadelphia on the 181st anniversary of the establishment of the Army. Measuring 4 feet 4 inches by 5 feet 6 inches, the flag is of white silk with a blue embroidered central design of the original War Office seal. "United States Army" is inscribed in white letters on a scarlet scroll, with the year "1775" in blue numerals below.



2.3. Army Song – The Army Song was originally written by Field Artillery First Lieutenant (later Brigadier General) Edmund L. Gruber while stationed in the Philippines in 1908 as the "Caisson Song." The original lyrics reflect routine activities in a horse-drawn Field Artillery battery. The song was transformed into a march by John Philip Sousa in 1917 and renamed "The Field Artillery Song." It was adopted in 1952 as the official song of the Army and retitled, "The Army Goes Rolling Along." The lyrics tell the story of our past, our present, and our future. The "Army Goes Rolling Along" is played at the conclusion of every U.S. Army ceremony and all Soldiers are expected to stand and sing.

2.4. Army Campaign Streamers – With the explicit purpose to fight and win wars, our Army remembers the times when called to our nation’s service by creating the U.S. Army Campaign Streamers. Below are the named campaign streamers authorized to be hung from the Army flag. The 190 streamers attached to the Army Flag staff denote campaigns fought by the Army throughout our nation’s history. Each streamer (2 3/4 inches wide and 4 feet long) is embroidered with the designation of a campaign and the year(s) in which it occurred. The colors derive from the campaign ribbon authorized for service in that particular war.

American Revolution, 1775-1783



War of 1812, 1812-1815



Mexican-American War, 1846-1848



American Civil War, 1861-1865



Indian Wars, 1790-1891



War with Spain, 1898



China Relief Expedition, 1900



Philippines Insurrection, 1899-1913



Mexican Expedition, 1916-1917



World War I, 1917-1918



World War II, American Theater, 1941-1945



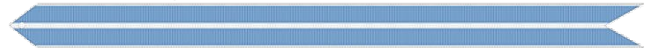
World War II, Asia Pacific Theater, 1941-1945



World War II, European-African-Middle Eastern Theater, 1941-1945



Korean War, 1950-1953



Vietnam War, 1962-1973



Armed Force Expeditions, 1965-1995



Southwest Asia, 1990-1995



Kosovo, 1995-2013



Global War on Terror, 2001-



Afghanistan, 2001-2022



Iraq, 2003-2011



Operation Inherent Resolve, 2014-2015



CHAPTER 3

Professional Conduct and Discipline – The primary responsibility of our Army is to conduct sustained land combat. The Army is to deliver ready, trained, and equipped forces to meet this demand. When not engaged in combat our focus is preparing for war. The two ways we meet this readiness call is through inspired leadership and disciplined Soldiers.

A Soldier's personal and professional conduct, their appearance, and discipline sets the Army apart. Knowing and enforcing standards in appearance and conduct is critical to the Army profession. Soldiers with the courage to make on-the-spot corrections, will be more capable to standfast in the face of the enemy. It is each Soldier's responsibility to follow standards, and it is each leader's responsibility for the standards to be known, understood, and enforced.

“Discipline is the soul of the Army. It makes small numbers formidable; procures success to the weak, and esteem to all.” – President George Washington

3.1. Army Authorities – In general there are two types of Army authorities: Command Authority and General Military Authority. These authorities are what guides our conduct, the execution of our roles as Soldiers, and drives discipline. Command is a balance in the relationship between commanders, other officers, noncommissioned officers, and enlisted Soldiers and are distinct in their own ways.

a. Command Authority – Enabled by law and reinforced by regulation. Leaders exercise military authority over Soldiers by rank and position. This authority ensures effective and efficient leadership and decision-making in military operations.

b. General Military Authority – Allows a Soldier to make an on-the-spot correction of a fellow service member regardless of rank, position, location, on or off duty, and in or out of uniform. All Soldiers are empowered with general military authority to hold fellow Soldiers to the standard.

3.2. Personal and Professional Conduct – Military discipline is the foundation of our personal and professional conduct. We as Soldiers must be self-disciplined, have respect for authority, and embrace the Army profession, its ethics, and its values. Discipline is developed through individual and group teaching and shared hardships. This creates a mental attitude of accountability to your fellow Soldiers and more importantly to yourself.

Seniors and Juniors – All Soldiers are required to obey the legal orders of their lawful seniors. Soldiers and leaders will act consistent with regulation in any case where a Soldier's conduct violates good order and military discipline. All Soldiers will convey respect when speaking to or being addressed by a senior, officers will be referred to as "Sir" or "Ma'am" and NCOs will be referred to by their rank or title. Juniors will stand at attention when speaking to or being addressed by a senior officer and parade rest for an NCO unless told to do otherwise.

Responsibilities – It is the responsibility of commanders and leaders to ensure that military personnel under their command present a neat and soldierly appearance. A vital ingredient of the Army's strength and military effectiveness is the pride and self-discipline that American Soldiers bring to their service through a conservative military image. To support commanders, leaders and Soldiers must hold themselves and each other accountable to the published standards and discipline.

Stewarding the Profession – As Soldiers we are responsible for safeguarding the Army profession. To disparage the Army on any medium is not appropriate. Responsible stewardship includes caring for Army people and resources while ensuring we can accomplish our mission now and in the future.

Saluting – All Soldiers in uniform will salute when they meet and recognize persons entitled to the salute. Officers (commissioned and warrant) of all U.S. military branches and President of the United States will be saluted by Army personnel in uniform.

National Anthem – All Soldiers will render proper honors showing respect to the national anthem and colors. Courtesies will be rendered both on and off duty and in and out of uniform. Soldiers in civilian clothes will face the flag at attention, or music if flag is unseen, with their right hand over their heart. Remove headgear when applicable.

Retreat and Reveille – All Soldiers will render courtesies during retreat and reveille both on and off duty and in and out of uniform. Soldiers in civilian clothes will face the flag at attention, or music if flag is unseen, with their right hand over their heart. Remove headgear when applicable.

Fraternization – Soldiers will be cognizant that their interactions do not create an actual or clear perception of undue familiarity between an officer and enlisted Soldier, or between an NCO and junior-enlisted Soldier.

Social Media – All Soldiers will follow the Army's social media guide for personal and official accounts. Commanders have the authority to prohibit personnel from participating in any cyber or social media activity that will adversely affect the good order and discipline within a command.

3.3. The Army Profession – The Army profession is the vocation of all Soldiers entrusted to defend the Constitution and the rights and interests of the American people. It is unique because of the responsibilities related to the ethical application of violence on behalf of our nation. The Army Values guide the Army profession. As a professional force, the Army will maintain the trust of society based on our character, commitment, competence, and culture.

Character – Is the moral and ethical qualities of the individual. A Soldier's character is their true nature guided by their conscience. A Soldier of good character adheres to laws, regulations, and unit standards.

Commitment – Is the willing dedication and allegiance to a cause or organization. Commitment is critical to overcoming adversity. Strong commitment to the Army Values and Warrior Ethos is vital for the Soldier.

Competence – Is demonstrated by Soldiers having the appropriate level of technical and tactical expertise to execute their mission. Being competent allows the Soldier to strive for excellence while performing their duties with discipline and to standard.

Culture – Is grounded in the Army Values and serves as our foundation consisting of our shared beliefs and practices. Our people-focused approach safeguards Soldiers from harmful behaviors and builds cohesive teams. The Army culture reflects the shared identity, common mission, purpose, and sacrifice of the Soldier.

Trust – The Army is trusted to defend the Constitution and the interests of our nation. It is critical that we maintain the trust of our civilian leaders and the American people. Trust enables the success of all organizations. Soldiers foster mutual trust through realistic training, shared hardships, consistent positive behavior, mutual respect, and common experiences.

APPENDIX A.

Baseline Appearance Standards – A Soldier's personal appearance is a measure of their professionalism and their responsibility to ensure it reflects the highest level of professionalism. Proper wear of Army uniforms and adherence to grooming standards is a matter of pride. It signifies discipline, esprit de corps, and morale within a unit. Leaders at all levels are empowered and have a responsibility to enforce the standards. Leaders will know and enforce all grooming standards for all personnel in their formations.

Soldiers will always present a professional image and set the example, both on and off duty. Pride in appearance includes physical fitness and adherence to the Army Body Composition Program.

Leaders will use regulations, policies, the Army Values, and common sense when making individual or collective decisions on the wear and appearance of Army uniforms and civilian clothing.

A.1. Religious Accommodation – Religious accommodation requests related to the wear and appearance of the uniform, personal appearance, and personal grooming practices must be submitted in accordance with regulation. Soldiers may wear religious apparel, articles, or jewelry with the uniform, to include the physical fitness uniform. Wear and appearance standards for Soldiers with approved religious accommodations for hijabs (head scarfs), beards, and turbans are also provided in regulation. The Army uniform regulations for standards of personal appearance and grooming are as specific as is practicable to establish the guidelines all Soldiers must comply with.

A.2. Uniforms – Will fit properly, be clean, serviceable, and pressed as necessary. All Soldiers will wear an Army uniform while on duty. Soldiers on official travel may wear an Army uniform or appropriate civilian attire. Civilian clothing while on duty will be appropriate for the occasion and reflect positively on the Army.

Physical Fitness Uniform – Is authorized for year-round wear by all personnel. Is authorized for wear on and off duty and on and off installations, unless restricted by the commander. Soldiers may not wear the PT uniform for commercial travel. Soldiers will not wear the PT uniform in off-post establishments unless for the purchase of essential items (for example, gas). The PT uniform is not considered appropriate for social or official functions off installations. It is not appropriate for parades, reviews, and ceremonies. The PT uniform is not intended for wear as an all-purpose uniform when other uniforms are more appropriate.

Headgear – Will always be worn except in the following circumstances: when it would interfere with the safe operation of a military vehicle, when in a privately owned vehicle (includes motorcycles and bicycles), and in commercial vehicles or public transport. Headgear will not be worn when indoors unless directed, such as for indoor ceremonies. Headgear is not required to be worn to evening social events (after retreat) when wearing the Army service and dress uniforms or the mess and evening mess uniforms.

A.3. Hair – Many hairstyles are acceptable as long as they are neat and conservative. Hairstyles will be adjusted when it is considered a safety hazard.

Male Hair – Will be neat and professional. Wigs or hairpieces will conform to Army hair standards and will have a tapered appearance. Combed hair will not fall over the ears or eyebrows. Sideburns will not extend below the bottom of the ear opening and will not be tapered, flared, or come to a point.

Female Hair – Will be neat and professional. Wigs or hairpieces will conform to Army hair standards. Wigs will not be used to cover up unauthorized hair styles. Hair holding devices are only authorized for the purpose of holding hair, not decorative purposes. All devices must be a plain color and as close to the Soldier's hair color as possible or clear. Braids, cornrows, twists, and locks are authorized. Ponytails are authorized in any military uniform. There is no minimum length for the wear of a ponytail or braid(s), unless in a military uniform.

Bangs will not fall below the eyebrows and will not be visible underneath the front of the headgear. Hair extensions are authorized and will have the same general appearance as the individual's natural hair. The bulk of the hair will not exceed 2 inches measured from the scalp except a bun which is worn on the back of the head and may extend 3½ inches from the scalp and be no wider than the width of the head. Hair will be neatly and inconspicuously fastened or secured in either a bun, singular ponytail, two braids, or singular braid. Multiple locs, braids, twists, or cornrows may come together in one or two braids or a single ponytail. Braids and singular ponytails may be worn down the center of the back in all uniforms, but the length will not extend past the bottom of the shoulder blades when standing at the position of attention.

Facial Hair – Males will keep their faces clean-shaven while on duty (in uniform or civilian clothes).

Mustaches will be neatly trimmed, tapered, and tidy. Mustaches will not present a chopped off or bushy appearance and no portion will cover the upper lip line, extend sideways beyond the vertical line of the corner of the mouth or extend above the lowest portion of the nose.

Beards are not authorized unless given the appropriate medical profile or a religious exemption. Beards will be neat and conservative and present a professional appearance. The beard will not impair the ability to operate an assigned weapon, military equipment, or machinery. While on a shaving profile, beards will be trimmed close to the skin and will not exceed 1/4 inch unless medically justified. Soldiers on a medical profile are not authorized to shape the hair growth such as, but not limited to, goatees, handlebars, soul patches, or forks. Beards must be maintained not to exceed a length of 2 inches when measured from the bottom of the chin. Beards exceeding 2 inches will be rolled and/or tied to achieve the required length. Styling products to groom or hold the beard in place are authorized.

(Ref. AD 2025-13, AR 670-1, AR 600-20; Pending additional processing guidance)

A.4. Cosmetics and Earrings – Females may wear cosmetics while on duty (in uniform or civilian clothes), provided they are applied modestly and conservatively, and comply with the cosmetics policy. Lipstick will not distinctly contrast with the natural color of the lip. Males are prohibited from wearing cosmetics unless medically prescribed.

Only females are authorized to wear earrings while on duty (in uniform or civilian clothes). Screw-on, clip-on, and post-type are authorized in gold, silver, or diamond. They will be unadorned, spherical, or square and will not exceed 6 mm or 1/4 inch in diameter. Earrings will only be worn in a matched pair with one per ear lobe. Earrings may be worn in the Army Combat Uniform except during a combat-related deployment, field environment, and locations where access to regular hygiene is limited. Earrings are not authorized for wear with the Army Physical Fitness Uniform.

Earring wear is not restricted when off duty and out of uniform as long as earrings do not create or support ear gauging.

A.5. Eyelashes, Fingernails, Tattoos, and Brands – Eyelash extensions are not authorized unless medically prescribed.

Extremist, indecent, sexist, and racist tattoos and brands are unauthorized. Soldiers may not cover tattoos or brands with bandages or cosmetics to comply with Army policy.

Fingernails will be kept clean and trimmed. Females may wear nail polish that is nude/natural shades, American Manicure, and light pink while on duty in uniform or civilian clothes. Nails will not exceed 1/4 inch measured from the fingertip. Square and rounded shapes are authorized. Males can only wear clear nail polish and fingernails will not extend beyond the fingertip.

A.6. Headphones – Soldiers may use headphones, including wireless or non-wireless devices and earpieces, in uniform while performing individual physical training in indoor gyms or fitness centers. Soldiers may not wear headphones while taking the physical fitness test of record.

Hands-free devices are allowed while operating a vehicle (including a motorcycle or bicycle) if not prohibited by policy or law.

APPENDIX B.

Digital Leader Tools



United States Army



Center for Army Lessons Learned



Army Publishing Directorate



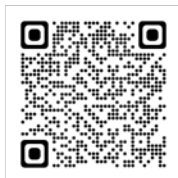
IPPS-A



Army Career Tracker



Army Equity and Inclusion Agency



Center for Army Leadership



SHARP



MHS Genesis



Suicide Prevention



Army Training Network

APPENDIX C.

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.*

*Valley Forge, Custer's ranks, San Juan Hill and Patton's tanks
And the Army went rolling along.
Minute men, from the start, always fighting from the heart
And the Army keeps 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.*

*(slower, more freely)
Men in rags, men who froze, still that Army met its foes
And the Army went rolling along.
Faith in God, then we're right, and we'll fight with all our might
As the Army keeps rolling along.*

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

REFERENCES



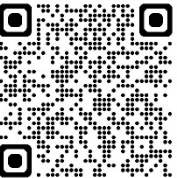
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Army Regulation 600-100 (AR 600-100) Army Profession and Leadership Policy



Army Regulation 670-1 (AR 670-1) Wear and Appearance of Army Uniforms and Insignia



Army Regulation 600-20 (AR 600-20) Army Command Policy



Army Regulation 600-25 (AR 600-25) Salutes, Honors, and Courtesy



Army Regulation 600-9 (AR 600-9) The Army Body Composition Program



Army Regulation 600-32 (AR 600-32) Conduct Between Soldiers of Different Grades



Department of Defense Instructions (DoDI 5400.17) Official use of Social Media for Public Affairs Purposes

Every year you should sign your Blue Book. It will be a reminder of the discipline, work ethic, and embodiment of professionalism that guided you through your most recent year of service and will direct your actions in the upcoming year.

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Leadership Matters

As Officers and Noncommissioned Officers, you are the critical components and the backbone of our force and the standard-bearers of the Indiana Army National Guard. Both in times of peace, and times of conflict, our Soldiers look to you for leadership. You set the tone. You shape the culture. And you ensure our formations remain ready, disciplined, and resilient.

This Blue Book exists to guide you. Reference it, apply it, and let it anchor your standards as you lead from the front. It's important to look at leaders who guided us through our nation's toughest challenges. True leadership demands decisive actions – as General Grant reminds us, even a wrong decision can be corrected, but indecision wastes time and the trust of those we lead.

"Anything is better than indecision. We must decide.

If I am wrong, we shall soon find it out and can do the other thing.

But not to decide wastes both time and money and may ruin everything."

-General Ulysses S. Grant

Our mission demands leaders at all levels to be engaged, informed, enthusiastic, and committed. Be aggressive in your pursuit of readiness and standards. Lean forward, take initiative, and never wait for someone else to solve the problems you can tackle today. Continue to invest in your Soldiers. Know their strengths and weaknesses, challenge their potential, and guide their growth to the best of your ability.

Thank you for the pride you take in your craft, the sacrifices you and your families make, and the professionalism and grit you bring to this organization every single day.

Together, we will continue to build a force that reflects the very best of Indiana.

Keep moving forward.

Mission First. People Always.

A stylized, cursive signature in black ink.

LAWRENCE M. MUENNICH
Major General, INNG
The Adjutant General

A cursive signature in black ink.

WENDY L. ROBINSON
CW5, INNG
Indiana CCWO

A cursive signature in black ink.

JOSHUA A. BROWN
Command Sergeant Major, INNG
Indiana CSEL/SCSM



Senior Army Leaders,

The world is changing fast. Our adversaries are aligned and innovating at an alarming pace, closing the gaps that once gave us an advantage. Secretary Hegseth made it clear 30 SEP: our sole mission is warfighting. To stay ahead, we must move faster than the evolving nature of warfare. Complacency is our enemy. **Inaction is our greatest risk.**

This begins with a **culture focused on the Warrior Ethos**. In April, we streamlined mission-essential training by reducing AR 350-1 requirements; SecWar's guidance on DoDI changes will allow us to further condense it to only warrior tasks. In June, we implemented gender-neutral combat arms standards for the Army Fitness Test; next, we will implement an Expert Physical Fitness Assessment. In September, we updated our appearance standards in AR 670-1, emphasizing the importance of discipline and professionalism central to the Warrior Ethos. We are now reviewing our policies for grooming standards based on War Department direction.

Continuous Transformation also means **driving change to build more mobile, lethal, lower signature, and data-centric formations**—informed by bottom-up feedback because we understand your help is critical to advancing transformation. Our Transformation in Contact (TIC) efforts underscore this point: we are committed to underwriting the necessary risks you need to innovate, move quickly, and deliver results. TIC is a mindset, not a specific unit. All of us must do this at a pace that forces change without sacrificing our expertise at basic warfighting tasks – those are enduring.

Most importantly, Continuous Transformation demands leaders who are comfortable with change and **willing to assume risk**. And it requires us to redesign antiquated processes, update the way we train and operate, and reorganize at speed. The Army established T2COM and charged them with reimagining doctrine and leader development, rapidly integrating lessons learned in conflicts across the world. We will convert 21 brigades into *mobile* brigades in the next two years. We are resolute in accelerating programs that make us more lethal (NGC2, ISV, M1E3, MV-75, NGSW), while jettisoning underperforming equipment. And we'll continue our practice of pairing industry with Soldiers in the field to quickly adapt systems that will succeed on the modern battlefield.

Our mandate to you is simple: **have a bias for action, move fast, take risks, and deliver results for our formations – you have our support**. Rest assured that we will continue listening to our warfighters in the field, and together, we will build lethality and readiness.

This We'll Defend.

Michael R. Weimer
Sergeant Major of the Army

Randy A. George
General, United States Army
Chief of Staff

Dan Driscoll
Secretary of the Army

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