



# THE PHANTOM STANDARD



*A Guide for Noncommissioned Officers  
of the III Armored Corps*

*III Corps and Fort Hood Pamphlet 670-1*

**History.** This pamphlet reinstates III Corps and Fort Hood Pamphlet 670-1.

**Summary.** This pamphlet supplements and reinforces established policies regarding NCO duties, responsibilities, and conduct.

**Applicability.** This regulation applies to all US Army Active Component and activated Army Reserve (USAR) and Army National Guard (ARNG) NCOs serving in III Corps.

**Changes.** Changes to this pamphlet are not official unless they are authenticated by the Directorate of Information Management.

**Suggested improvements.** The proponent for this pamphlet is the III Corps Sergeant Major. Send comments and suggested improvements to Commander, III Corps and Fort Hood, ATTN: AFZF-CSM, Fort Hood, Texas 76544.

**Mobilization statement.** During full mobilization, requirements of this circular are not in effect.

FOR THE COMMANDER

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## THE PHANTOM STANDARD



### 1. References:

- AR 600-9, The Army Weight Control Program
- AR 600-20, Army Command Policy
- AR 670-1, Wear and Appearance of Army Uniforms and Insignia
- DA Pam 385-1, Small Unit Safety Officer/NCO Guide
- FM 7-1, Battle Focused Training
- FM 7-22.7, The Army Noncommissioned Officers Guide

### 2. Purpose:

- Provide noncommissioned officers with a clear guide that outlines specific duties and responsibilities that may need special emphasis.
- This guide is not a stand-alone document – it supplements established standards and regulations in a clear, concise format.

3. General: You are an NCO 24 hours a day, 7 days a week, both in and out of uniform, and on and off-duty. *You are the backbone of our Army.* You should be proud of who you are and what you do. You must ensure that your soldiers and your unit are ready, no matter what the mission. Adhere to the guidance within this card, with emphasis in the following areas:

- Standards and discipline.
- Training.
- NCO pride.
- Soldier and family well-being.
- Safety.

4. Goal: to enhance and strengthen a proud, cohesive, well-trained Noncommissioned Officer Corps within the III Armored Corps.

*Command Sergeant Major  
III Armored Corps and Fort Hood*



## STANDARDS AND DISCIPLINE



Conduct daily in-ranks inspections:

- Ensure soldiers meet height and weight and appearance standards.
- Ensure beret is worn correctly, and worn with pride!
- Ensure uniform is clean and serviceable, with serviceable boots shined daily.
- Ensure hair and grooming standards are met.
- Kevlar will be worn level on the head, two fingers off of the nose, with the chinstrap tight, and last name in block letters on the camouflage band).

Maintain 100% accountability of your soldiers throughout the duty day.

Make on-the-spot corrections in a tactful, professional manner; do not accept conduct that is less than the standard or would bring discredit to the Army, whether on-post or off-post. *Never walk past a deficiency.*

Correct offensive or vulgar language, music, clothing, and signs and/or bumper stickers displayed by soldiers in public. Do not allow loud music from billets, quarters, or privately owned vehicles.

Soldiers and subordinate NCOs will assume the position of “at ease” when addressing senior NCOs, and will assume the position of “attention” when addressing officers. Salute vehicles with general officer (star) plates.

Soldiers will give unit motto when saluting officers and when greeting senior NCOs. Give unit motto when unit formation is called to attention.

Require your units and soldiers to sing the Army song at ceremonies and special events. Soldiers will not remove BDU jacket (shirt) while driving any vehicle, to include a POV. Headgear will be worn in all government vehicles, including TMP vehicles.

Correct male soldiers who are wearing earrings on post.



## TRAINING



Train for war! Train to high standards under tough conditions. You are responsible for individual and crew/squad/section training.

Conduct *tough, demanding* PT, which challenges soldiers and prepares them for combat -- never waste a PT session.

Have a straggler control NCO for platoon and/or higher PT formations – “fall outs” will run in separate formation under the control of an NCO.

Conduct opportunity training whenever possible, both in the field and in garrison.

Conduct primary marksmanship training prior to any weapons range. Train to shoot “expert.” Know how to load, clear, zero and perform immediate action on all assigned weapons. Clean and lubricate weapons daily when carried.

Build fighting positions to standard; they must be effective and safe. Do not put soldiers at unnecessary risk.

Conduct crew evacuation and rollover drills on vehicles during both day and night conditions.

Train misfire procedures for every weapons system for day/night conditions. Have checklist on hand.

Sergeants time:

- 100% accountability.
- Establish tasks, conditions, and standards.
- Hands-on training.
- Conduct according to The Army Noncommissioned Officers Guide.

Excel at fieldcraft...Excel at fieldcraft...Excel at fieldcraft.



## NCO PRIDE



Know the NCO Creed and require your NCOs to know it and live by it; hold NCOs accountable to that standard.

Set the example in appearance, conduct, and performance every day. Seek to *personally* reach excellence, not meet minimum or average standards. Lead from the front!

Know and understand the concepts in FM 7-1, Battle Focused Training, and FM 7-22.7, The Army Noncommissioned Officers Guide. This is how we train and operate.

Promote the prestige and honor of the NCO Corps - make NCOs proud to be a member of the NCO Corps. Conduct NCO induction ceremonies - make junior soldiers aspire to be an NCO.

Do not allow anyone to refer to NCOs by their pay grades (E5, E6, E7, etc). To do so denigrates the NCO Corps. Refer to NCOs by their rank.

### Warrior Ethos

- We are professional soldiers.
- Train hard! Fight hard!
- Do not accept failure.

Train subordinate NCOs at every opportunity— whether in the classroom, field, or motor pool. Coach, teach and mentor NCOs daily.

Maintain a leader's book. The book will contain personnel information, company METL, training calendar, and individual training data, at a minimum.

### Counseling

- Counsel junior enlisted soldiers monthly.
- Counsel NCOs quarterly.
- Focus on future goals and future training, not past performance.
- Counsel all soldiers on their promotion status and potential.



## SOLDIER AND FAMILY WELL-BEING



Taking care of soldiers is “Sergeant’s business.” If the soldier is married, then ensure that we take care of the family.

Ensure sponsors provide *first class* sponsorship to both newly assigned and departing soldiers and families.

Heartily greet and care for newly assigned soldiers upon their arrival to the unit, to include after duty hours and on weekends and holidays; leaders will welcome them and brief them within hours of the soldier's arrival.

Routinely check on your soldiers who live in the billets during after duty hours, weekends, and holidays.

Visit newly assigned soldiers and families at their homes within 60 days of their arrival to unit and at least annually thereafter. Routinely visit the home of all soldiers regularly.

Place highest priority on solving your soldiers’ pay problems; involve NCO Support Channel when needed. Consider a soldier with a pay problem as not ready to deploy.

Ensure deserving soldiers receive recognition and end-of-tour award *prior* to their departure.

Verify the SGLI, DD Form 93, ID card, TRICARE card, and DEERS system are updated and accurate for your soldiers and their families, especially newly married troops.

Ensure family care plans work – be ready to deploy.

Do not tolerate spouse/child abuse or sexual harassment; take immediate action and report same to Chain of Command.



## SAFETY



Every NCO is a safety officer – do not allow unsafe acts!

Provide leadership and enforce standards. Apply the 5-step risk management process to daily operations:

1. Identify hazards.
2. Assess hazards.
3. Develop controls and make risk decisions.
4. Implement controls.
5. Supervise and evaluate.

Set the example in personal conduct during off-duty hours. Teach that alcohol, speeding, fatigue, lack of seat belts are the primary reasons for off duty POV accidents— strive to prevent injury of subordinates.

Always wear seatbelts in government vehicles and POVs; require same of subordinates.

Do not allow speeding in military or civilian vehicles.

Require motorcycles riders to wear helmets and proper garments while riding, both on- and off-post; it's an Army regulation, not a matter of choice.

Require ground guides when backing any vehicle over one-half ton in size.

Conduct a safety huddle with your soldiers prior to holidays/weekends.

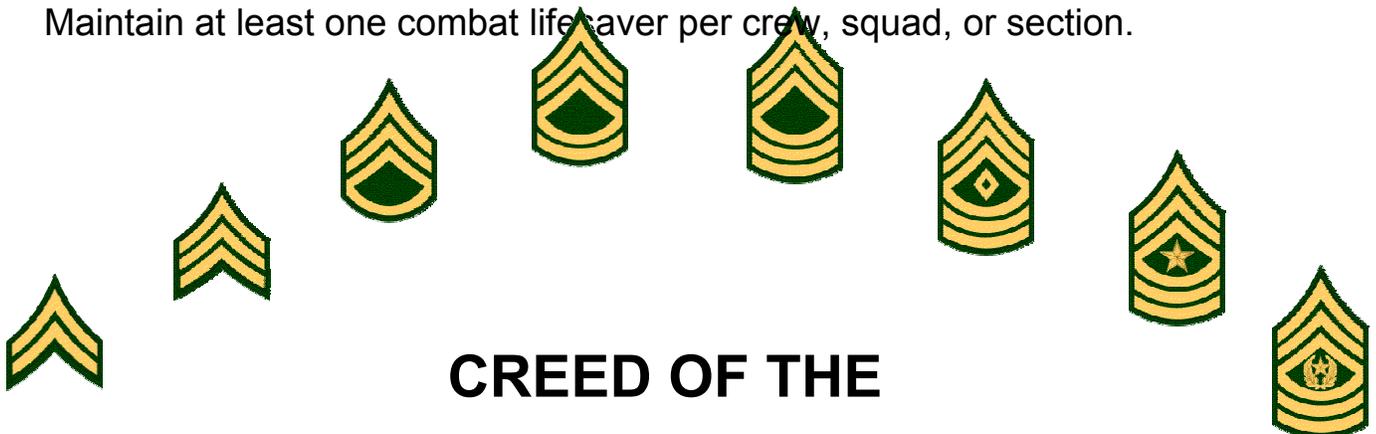
Do not drink and drive— and do not allow your soldiers to drink and drive.

Actively seek to prevent hot and cold weather injuries before they occur— be proactive and plan!

Require hearing and eye protection when needed.

Armored crewmen must wear full NOMEX uniform on live fire ranges.

Maintain at least one combat lifesaver per crew, squad, or section.



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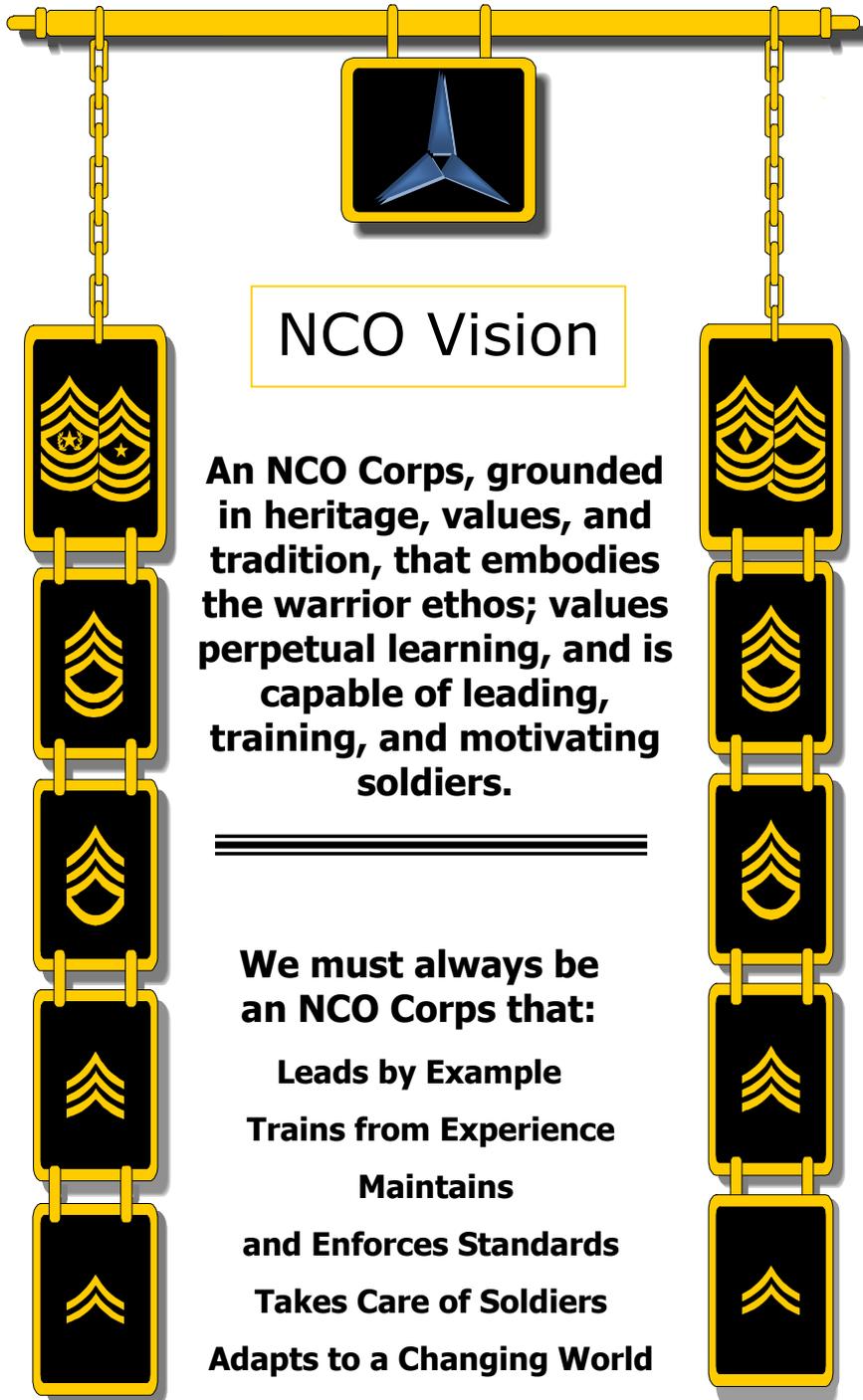
# NONCOMMISSIONED OFFICER

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 watch-word. My two basic responsibilities will always be uppermost in my mind--accomplishment of my mission and the welfare of my soldiers. I will strive to remain tactically and technically proficient. I am aware of my role as a Noncommissioned Officer. I will fulfill my responsibilities inherent in that role. All soldiers are entitled to outstanding leadership; I will provide that leadership. I know my soldiers and 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!



**NCO Vision**

**An NCO Corps, grounded in heritage, values, and tradition, that embodies the warrior ethos; values perpetual learning, and is capable of leading, training, and motivating soldiers.**

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**We must always be an NCO Corps that:**

- Leads by Example**
- Trains from Experience**
- Maintains**
- and Enforces Standards**
- Takes Care of Soldiers**
- Adapts to a Changing World**

***“THERE HAS NEVER BEEN A GOOD ARMY WITHOUT A GOOD NONCOMMISSIONED OFFICER CORPS.”***

**- GENERAL BRUCE C. CLARKE**