



DEPARTMENT OF THE ARMY
HEADQUARTERS, UNITED STATES ARMY MANEUVER CENTER OF EXCELLENCE
1 KARKER STREET
FORT MOORE, GEORGIA 31905-5000

ATZB-CG

1 March 2024

GENERAL ORDER NUMBER 10

TITLE: Maneuver Center of Excellence and Fort Moore Standards and Discipline

1. **PURPOSE:** This General Order identifies conduct that is prejudicial to the good order, discipline, health, and safety of all personnel within the Maneuver Center of Excellence (MCoE) & Fort Moore Senior Responsible Officer Authority (SRO) area of responsibility.

2. **AUTHORITY:** 10 U.S.C. Chapter 47 (Uniform Code of Military Justice); AR 600-20, Army Command Policy, 24 July 2020; AR 27-10, Military Justice, 1 January 2019.

3. **APPLICABILITY:** This General Order applies to all military individuals who are assigned, attached, live, or work on the MCoE and Fort Moore SRO area of responsibility.

4. **The Foundation of Standards and Discipline.**

a. In 1757, Colonel George Washington said, "Discipline is the soul of an Army, it makes small numbers formidable; procures success of the weak and esteem to all." This wisdom set the foundation for our Army and remains true today. Since the founding of the Continental Army on June 14, 1775, and Friedrich von Steuben's 1779 publication of "Regulations for the Order and Discipline of the Troops of the United States," our Army's legacy and its future is inextricably linked to our high standards and our discipline to follow them. Great units and teams are ones that set high standards and exhibit the self-discipline to adhere to them and exhibit the collective responsibility to enforce them.

b. The original "Blue Book" on standards has changed, but the importance of the standards has not. Throughout our Army's 248 years, the standards and the discipline our Army has demonstrated in training and combat have been critical to our success. Units that have and enforce high standards and hold themselves accountable excel. This commitment to standards and discipline is the foundation of trust and leads to cohesion and high esprit de corps.

Esprit de corps denotes the Army's winning spirit—a collective ethos of camaraderie, mutual trust, and cohesive teamwork. Successfully accomplishing missions requires spirited and dedicated Soldiers and Army Civilians who strive for standards of excellence. Army forces embrace shared intent and situational understanding, accept prudent risk, and exercise disciplined initiative. These guiding principles, in harmony with

the Army ethic, strengthen the Army's identity, resilience, and courage—a never-quit resolve—enabling Army forces to persevere and accomplish the mission in the presence of risk, uncertainty, and fear. ADP 6-22

5. **Why Standards and Discipline Matter.**

a. The Chief of Staff of the Army and Sergeant Major of the Army are focused on standards and discipline as a key component of efforts to strengthen the profession. "We've got to enforce standards," General George recently said. "Standards is what ensures discipline within our formation. When it comes down to a close fight, grit, character, and discipline are what makes the difference."

b. In his book "Beyond Basketball," Coach Mike Krzyzewski, one of the winningest coaches in any sport, describes very simply the importance of standards, "Standards: a level of excellence we consider our norm ... Standards define what is and what is not acceptable for an individual or a team (unit). When you allow your standards to slip, you are saying, 'We do not have to be this good all the time,' and as a result your level of success will decrease right alongside your team effort, work ethic, and sense of pride." He also emphasizes the importance of "owning" our standards and collective responsibility, holding one another accountable.

c. At the core, standards and discipline are the foundation upon which we build trust and reflect our character. Having the self-discipline to adhere to standards day to day and the courage to enforce standards are central to trusting one another. If we don't do this, we lose trust, and we wonder whether an individual will always do the right thing. Did that leader conduct proper pre-combat inspections? When we don't adhere to and enforce standards, we begin a downward slippery slope. As an analogy, standards and discipline help keep our character "zeroed," like a weapon. When we let standards slip, like not wearing our helmet or body armor in combat or not reporting accurately, then our character degrades, and we come off our "zero." This can lead to poor performance, unethical decisions, failure on the battlefield, and an overall lack of trust.

d. However, when we demonstrate self-discipline and adhere to and enforce standards, we build trust and with that comes more responsibility and freedom. When trust is established, leaders encourage disciplined initiative and subordinates gain additional freedom of action. This idea originated from Aristotle when he wrote "through discipline comes freedom." It reinforces the idea that self-discipline and correspondingly adhering to and enforcing standards builds trust between leaders and subordinates and with that will come increasing freedom and flexibility to operate within the commander's intent. Quite simply, if you want more freedom, be more disciplined.

6. **Enforcing Standards.**

a. Key to a great unit is the requirement for leaders to set the example and enforce standards. Leaders must demonstrate the courage to make on the spot corrections and

do so in the right way. When correcting someone, leaders should first ask whether the Soldier knows the standard. They should explain the standard and why it is important, reinforce the personal responsibility to know the standard, and then give direction to fix it in a timely manner. It shouldn't be done in a way that degrades the individual, but in a way to inspire them to pursue excellence, with a special emphasis on trust. Too often leaders either don't enforce the standard and create a new standard, or they enforce it in a way that humiliates the individual. On 11 August 1879, almost 150 years ago, Lieutenant General John M. Schofield described the importance of discipline and standards and how to enforce them.

The discipline which makes the soldiers of a free country reliable in battle is not to be gained by harsh or tyrannical treatment. On the contrary, such treatment is far more likely to destroy than to make an army. It is possible to impart instruction and to give commands in such manner and such a tone of voice to inspire in the soldier no feeling but an intense desire to obey, while the opposite manner and tone of voice cannot fail to excite strong resentment and a desire to disobey ...

b. The Command Sergeant Major and I strongly believe, as we know you do too, that we have a solemn duty to uphold our time-honored traditions of standards and discipline because we're all better if held accountable. Soldiers enlist in the Army to seek discipline and want to be part of an organization with high standards. We are entrusted to ensure our country's most sacred resource, the sons, and daughters of this all-volunteer force, join or return to the force as the example for others to follow.

7. Way Ahead and CG Withhold Policy.

a. The cornerstone to success is our Noncommissioned Officer Corps, the backbone of our Army and the envy of every Army around the world. Our NCOs must remain our standard bearers, and standards must be known and easily accessible. CSM Dodson and our senior NCOs will publish a MCoE standards book and associated leader development program to improve our understanding of standards and how to properly enforce them. This is critical as we look at the future operating environment – the character of war (how we fight) is changing, but the nature of war (a brutal contest of wills) remains the same. Winning will require units with a culture that train to and demonstrate high standards and exemplifies strong bonds of trust and cohesion that empowers disciplined initiative.

b. Finally, as a commitment to the importance of standards and discipline and to address concerns related to allegations being levied against leaders for making on-the-spot corrections, I am directing the withhold, to the O6 commander level, of the authority to initiate investigations, approve investigations, and to dispose of allegations that are the result of, or in response to, a leader making an on-the-spot correction of standard. This includes Sexual Harassment and Equal Opportunity complaints, both formal and informal, made to appropriate unit SHARP and EO

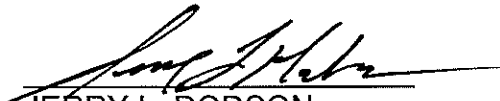
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representatives. It also includes complaints made to the MCoE Inspector General that have been referred to the command. For allegations resulting from on-the-spot corrections that are within the investigative purview of law enforcement, I am withholding, to the O6 commander level, the initial disposition of these allegations following the conclusion of the law enforcement investigation. This withholding does not prevent any subordinate from preferring charges. I do not want leaders in our formation to fail to make a good-faith correction for fear of an unjust, unwarranted, or vindictive allegation being made against them. Leaders will notify me directly if they, or another leader, is the subject of an allegation of misconduct resulting from enforcing the standard.

8. EFFECTIVE DATE: 1 March 2024

Be Moore!



JERRY L. DODSON
Command Sergeant Major, USA
MCoE CSM



CURTIS A. BUZZARD
Major General, USA
Commanding