

CG POLICY

Number: 001

SUBJECT: Open Door Policy

Date: MAR 10 2003

1. My open door policy is as follows:

a. Individuals should try to resolve problems through their chain of command, Equal Employment Opportunity, Equal Opportunity, Inspector General, appropriate union, or Management/Employee Relations channels. Normally, issues pending before these authorities, and those matters pending criminal investigation, disposition under the Uniform Code of Military Justice, adverse administrative action or resolution by Military Intelligence authorities should be addressed through the above channels before they are a proper subject for open door consideration.

b. Once the particular process involved permits, I will consider speaking to or seeing anyone who feels their problem has not been resolved satisfactorily or in accordance with law or regulation. It is helpful if background information pertaining to the problem and a specific written statement of the desired action is provided for my consideration.

c. I strongly encourage enlisted soldiers to consult with the HQ USAAC Command Sergeant Major prior to requesting to see me.

d. All personnel (military and civilian employees) should use their chain of command to resolve issues. If the chain of command feels it is necessary to escalate the action to the headquarters, I strongly encourage the use of VTC. The chain of command may grant TDY if VTC is not feasible or personnel may travel at their own expense.

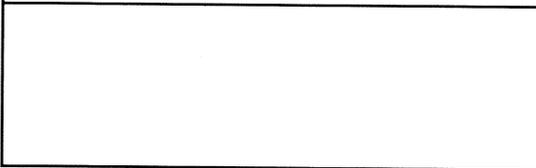
2. To request an appointment on my Open Door Policy, please contact my office at (757) 788-2207 (DSN 680-2207) to schedule an appointment.

3. Commanders and their staff directors will establish an open door policy appropriate to the nature of their organization. Further, they will ensure open door policies are publicized.

4. A copy of this policy will be posted on all bulletin boards.



DENNIS D. CAVIN
Lieutenant General, U.S. Army
Commanding General



CG POLICY

Number: 002

SUBJECT: Safety

Date: MAR 10 2003

1. It is my responsibility to ensure that this command provides a safe working environment for our soldiers, civilian employees and military families. The well-being of all personnel and their families is important to me because it affects our ability to maintain a successful organization.
2. Safety awareness and enforcement are important parts of successful operations. A safe environment is a valuable mission enhancer because it conserves critical mission resources (people, time and money). Integrating safety into our daily activities will decrease accidents, injuries and fatalities.
3. Safety is everyone's responsibility. A commitment to safety is essential to fostering a command climate where all members can contribute towards accomplishment of our mission. I will lead the effort personally and expect the same from all USAAC personnel. Accordingly, I expect every soldier and civilian employee in this command to ensure their personal safety, health and the safety of those working around them.
4. Commanders and supervisors must demonstrate positive leadership in observing and enforcing safety standards, implementing risk management and improving safety and occupational health in areas under their control. Commanders and supervisors are accountable for ensuring that their people know the hazards of the workplace and receive appropriate training on how to work safely. Reprisals for reporting health and safety hazards to the Command Safety Office is unlawful and will not be tolerated.
5. Our soldiers, and civilians are irreplaceable. Therefore, we must all strive to assure we have no safety incidents. It is everyone's responsibility. The cost of a fatality is immeasurable.



DENNIS D. CAVIN
Lieutenant General, U.S. Army
Commanding General

CG POLICY

Number: 003

SUBJECT: Suicide Prevention

Date: MAR 10 2003

1. The Command is not immune to the tragedy of suicide. Every member of the command must be vigilant to the following signs, which may indicate someone is contemplating suicide.:

- a. **VERBAL SIGNS:** "You'd be better off without me," "I wish I were dead," "My problems will soon be over."
- b. **PLANS FOR DEATH:** Giving away prized possessions, making a will, putting affairs in order, getting something for a suicide (a lethal weapon or medications, etc).
- c. **DEPRESSION:** Unusual sadness, anxiety or loss of interest.
- d. **BEHAVIOR CHANGES:** Sleeplessness, weight loss, loss of appetite, uncharacteristic irritability.
- e. **HISTORY:** Previous attempts or family history of suicide.

2. Work and private lives are often stressful. No soldier, employee, or family member should be left to feel alone or hopeless when suffering debilitating stress. Signs of emotional distress require the observer to act. Pass the word to your commander or supervisor, call the chaplain or dial the local suicide hotline. Do not risk regrets later because you were not observant enough to recognize a suicide signal until it was too late.

a. Life's circumstances, financial problems and troubled relationships can exhaust an individual's emotional capacity, thereby leading to depression and feelings of helplessness. I challenge leaders and managers to erase the stigma attached to seeking mental health services. It is not a sign of weakness to get help. Our goal must be to help every individual recognize the warning signs in both themselves and others. Every soldier and civilian who needs help must be afforded the opportunity to receive it.

b. Many resources exist to help with this critical problem. I charge everyone with the responsibility for identifying signs of emotional stress and to act accordingly. The entire USAAC family must consider themselves as valuable contributors to the solution.



DENNIS D. CAVIN
Lieutenant General, U.S. Army
Commanding General

CG POLICY

Number: 004

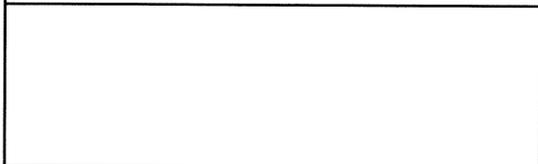
SUBJECT: Sponsorship Program

Date: MAR 10 2003

1. The USAAC Sponsorship Program assists soldiers and civilian employees, and their families during the reassignment process. It also improves unit cohesion and readiness by decreasing distractions that hamper personal performance and mission accomplishment.
2. Newly assigned personnel and their families will develop their first impressions of their unit and the installation based on how well they are received. Sponsors make first and lasting impressions, and commanders must ensure that these impressions are positive. Sponsorship is more than sharing information. Good sponsors reach out to their new arrivals to ensure they feel welcome and understand that they are important additions to their new organizations. The result of their efforts will not only affect how new personnel view their new assignments; it will affect performance, morale, retention and ultimately readiness.
3. Commanders will ensure every new arrival is assigned a sponsor. Commanders must ensure that sponsorship welcome packets are available through our many ways of passing information to include use of the web.
4. Upon identification of a gain, a welcome letter will be sent from the appropriate commander. If the first notification of a gain is the soldier's arrival, "Reactive sponsors" will be appointed. In every case, commanders will ensure that appointed sponsors be provided the time and resources necessary to carry out the task from start to finish. Commanders should attempt to match new arrivals and sponsors by grade, experience level and marital status.
5. A properly managed sponsorship program sets the conditions for a positive command climate. Sponsored personnel benefit by learning how to avoid and prevent problems before they or their families experience hardship; leaders benefit by gaining personnel who feel welcome and understand their contribution to the organization from the outset of their assignment. Effective sponsorship programs are the first step in achieving this goal and our readiness multipliers.



DENNIS D. CAVIN
Lieutenant General, U.S. Army
Commanding General



CG POLICY

Number: 005

SUBJECT: Processing of Awards

Date: MAR 10 2003

1. The goal of USAAC's awards program is to consistently and judiciously associate the level of the award to the soldier's level of responsibility and his/her manner of performance--not his/her rank. The degree to which a soldier's achievement(s) enhanced the readiness or effectiveness of his/her unit or organization will be the predominant factor in determining the level of award.

2. Awards will be based on merit, not whether or not a soldier is changing duty stations. If a soldier is changing jobs and in the judgment of the commander that soldier deserves to be recognized with a military award, that recommendation should be processed and acted on based on performance and merit. If a commander determines an award is not appropriate during an internal installation move, then a letter of continuity should be prepared and forwarded to the new supervisor/commander.

3. Timeliness of award submissions is of the utmost importance. Failure to meet the timelines listed below will have direct impact upon the entire awards process. As commanders, your direct involvement is required to ensure we reward our team in an efficient manner. Award recommendations generated within HQ USAAC staff or requiring CG, HQ USAAC or higher approval must be submitted through USAAC PER to the TRADOC AG. Award recommendations for the Army Commendation Medals and Meritorious Service Medals that are sent to the HQ USAAC for approval will arrive NLT 30 days prior to the desired date of presentation or end date for the award. Award recommendations for Legion of Merit and higher will arrive NLT 90 days prior to the desired of presentation or the end date of the award. Awards that require HQDA approval must arrive at least 90 days prior to the desired date of presentation or the end date of the award.



DENNIS D. CAVIN
Lieutenant General, U.S. Army
Commanding General

CG POLICY

Number: 006

SUBJECT: EO/EEO Program

Date: MAR 10 2003

1. I am totally committed to the concepts, policies and objectives of the United States Government which provide equal employment opportunity and equal treatment without regard to race, color, religion, age, gender, national origin or physical or mental disability. I expect each member of this command to be equally committed to the concepts, policies and objectives.
2. Equal employment is an inherent part of all personnel management policies, procedures, practices and actions that affect employment, assignment, promotion, training and professional development. These programs are equally applicable when recognizing and rewarding, disciplining and providing proper working conditions for our employees.
3. Every member of this command will have an opportunity to achieve his or her full potential based on their abilities, merits and qualifications. Our mission requires the essential elements of mutual trust and unit cohesion. These essential elements can only be achieved when individuals are confident that fair treatment and respect for their capabilities exist.
4. Discriminatory practices are unacceptable in this command. Allegations of discrimination will be dealt with expeditiously, with management's personal involvement in the resolution of the allegations. When discrimination occurs, appropriate disciplinary action will be taken.
5. Commanders, supervisors and all employees of USAAC must realize that an integral part of our responsibilities in accomplishing the command's mission is the advancement of the equal employment opportunity program.
6. A copy of this memorandum will be displayed permanently on official bulletin boards. Commanders will ensure subordinate supervisor and employees are informed of this policy.



DENNIS D. CAVIN
Lieutenant General, U.S. Army
Commanding General



REPLY TO
ATTENTION OF

DEPARTMENT OF THE ARMY
HEADQUARTERS UNITED STATES ARMY ACCESSIONS COMMAND
OFFICE OF THE COMMANDING GENERAL
30 HARRISON STREET
FORT MONROE, VIRGINIA 23651-1066

ATAL-C

14 February 2003

MEMORANDUM FOR

**Cadet Command
United States Army Recruiting Command
United States Army Training Center - Fort Jackson
USAAC Staff Directors**

SUBJECT: HQ USAAC External Support Request Policy

1. Reference HQDA message, 031353Z Jan 01, subject: HQDA Short Notice Tasking Policy.
2. U.S. Army Accessions Command will comply with HQDA directed policy on short notice taskings. The Chief of Staff of the Army directs that HQDA will task a MACOM 180 days from execution. Individual augmentee taskings will be considered a short notice tasking if HQDA does not receive it by 215 days from execution. All short notice taskings must be approved by the Vice Chief of Staff of the Army.
3. Effective 14 February 2003, the policy of this command is that all taskings requesting external support are to be at HQ USAAC 215 days prior to execution.
4. The point of contact for taskings is my Chief of Staff, BG Bernardo C. Negrete, commercial (757) 788-4718 or DSN 680-4718.

*We are failing to
meet our direct timelines.
Need all of us to work
this hard.
Thanks.*

Dennis D. Cavin
DENNIS D. CAVIN
Lieutenant General, U.S. Army
Commanding

CG POLICY

Number: 007

SUBJECT: EO/EEO and Sexual Harassment
Complaint Procedures

Date: MAR 10 2003

1. All employees have the right to file an EO/EEO complaint if they feel discriminated against based on their race, color, gender, national origin or religion. Also, they have the right to file a sexual harassment complaint if they feel they were sexually harassed.
2. Commanders at all levels will create an environment that enables our employees to file a complaint without fear of reprisal.
3. Although not always possible, every attempt to resolve complaints informally, by informing the alleged offender the behavior is offensive and that it must stop must be made. If this action does not resolve the complaint, then I encourage addressing the complaint through their chain of command.
4. If a soldier decides to file a formal complaint, he/she must do so on DA Form 7279-R, dated Apr 99. A copy of the complaint will be forwarded to the Command EO office. Prior to conducting an inquiry or investigation, commanders will seek guidance from their respective EO advisor or the command EO advisor. Civilian employees should contact their EEO representative or the Command EEO office.
5. A copy of this policy will be posted on all bulletin boards.



DENNIS D. CAVIN
Lieutenant General, U.S. Army
Commanding General

CG POLICY

Number: 008

SUBJECT: Sexual Harassment

Date: MAR 10 2003

1. USAAC is totally committed to the Army's policy for the prevention of sexual harassment, and I expect all soldiers and civilian employees to support the policy as well. I will not condone or tolerate anyone violating the Army's sexual harassment policy.
2. Sexual harassment is defined by the Equal Employment Opportunity Commission as unwelcome sexual advances, request for sexual favors, and other verbal or physical conduct of a sexual nature. Additionally, anyone in a supervisory or command position who engages in or condones implicit or explicit sexual behavior engages in sexual harassment.
3. Training is essential in eliminating sexual harassment. Annual training in the prevention of sexual harassment is mandatory for all civilian employees and managers or supervisors of civilian employees. Semi-annual training in the prevention of sexual harassment is mandatory for all soldiers.
4. Preventing sexual harassment is everyone's responsibility, regardless of rank or position. Any action that jeopardizes the public trust and confidence in our organization has an adverse effect on our ability to accomplish our mission.
5. A copy of this memorandum will be displayed on all official bulletin boards.



DENNIS D. CAVIN
Lieutenant General, U.S. Army
Commanding General

CG POLICY

Number: 009

SUBJECT: Use of Government Information
Technology Resources and Systems

Date: MAR 10 2003

1. Proper use of government resources must be a priority for everyone in this command. I expect commanders, staff directors, and all other members of this command to ensure proper use of these valuable resources.

2. Information Technology Resources and Systems may be defined as all communications systems (telephone, facsimile, e-mail, LAN/WAN, Internet/Intranet, and other communications circuits), automated systems (computers and their peripheral devices), visual information systems (projectors, cameras, sound systems, VTC systems) and records management equipment (photocopier, micrographics equipment, optical storage systems). The rules are clear, obvious, and easy to apply in most cases: government property and Information Technology (IT) systems are furnished to employees for the conduct of official government business. Even under today's more relaxed guidelines, these resources are intended to be used only for official business and other *properly authorized* purposes. Authorized purposes may include personal use as permitted by the first supervisor who is a commissioned officer or a civilian above GS/GM-11 in the chain of command or supervision. Personal use, which is authorized by these commanders or supervisors, must be within the following parameters:

a. Use must generally be during non-duty hours (i.e., before or after work hours or during lunch or other authorized breaks).

b. Use must generally be infrequent and relatively short in duration.

c. Serve legitimate purposes such as telephonic or e-mail communications most reasonably made from your normal workplace, such as checking in with your spouse or children, making medical, home and automobile repair and similar appointments or making a bank or other financial transaction which might otherwise take an employee away from the work location.

d. Must impose no significant additional costs to the government or overburden the IT system.

e. Must not deny IT services to any other government employee accomplishing assigned missions (telephone lines, limited Internet accesses, etc).

f. Be properly authorized by competent authority. Supervisors may revoke this authorization if it is abused.

3. In the past, blatant and obvious abuses have been noted in the use of some government IT resources such as computers, software, Internet access and telephones. While some abuse may be due to the process of “getting acquainted” with emerging or new technologies, some rules are nonetheless perfectly clear and must be observed by all personnel:

a. Absolutely no attempts to find, view, obtain or distribute sexually explicit material.

b. No use of personal Home Pages or personal Internet accounts on government IT systems. Commercial/Internet E-mail accounts are forbidden for all official e-mail by Department of the Army Directive. Only official USAAC e-mail accounts will be used for official e-mail.

c. Use of official e-mail. Official e-mail is provided to support the mission. E-mail should be spell checked, be in good taste and, with exceptions previously mentioned, only for official business, whether internal or sent through the Internet.

(1) Mass e-mails (hereafter referred to as group e-mail) are supported but must be limited to no more than 20 names per mailing.

(2) Whenever possible group e-mails should be coordinated with systems administrators of the target mail systems to avoid reactionary closing of their systems to our message traffic.

(3) Group e-mails will not be made of “chain” messages, unofficial letters or memoranda that could be perceived by recipients as having official Army/USAAC sanction and which would adversely reflect on the Army or would appear to be incompatible with public service.

d. No advertising, soliciting or selling for a private business or as an agent of a commercial business using government IT systems. Personal items may only be solicited or sold on authorized bulletin boards.

e. No use of government-procured software outside the manufacturer’s license.

f. No use of personal software on government computers without Director, ISA authorization.

g. No use of personal computers or hardware in the place of duty to handle official business.

h. No use of computer games on USAAC automation equipment, with the exception of the Army Marketing Games developed to encourage individuals to talk with Army recruiters.

4. The above rules and regulations are punitive; failure to abide by their clear guidance may subject members of the command (whether military or civilian) to disciplinary and/or adverse actions. All USAAC personnel must refrain from conduct involving government resources that is wrong, which violates clear regulatory policy and which could harm the command and/or the Army as an unintended consequence of thoughtless action.

5. You should be aware that any use of government IT services is with the understanding that such use is generally not secure, not anonymous and serves as consent to monitoring.

A handwritten signature in black ink that reads "Dennis D. Cavin". The signature is written in a cursive style with a large initial "D".

DENNIS D. CAVIN
Lieutenant General, U.S. Army
Commanding General

CG POLICY

Number: 010

SUBJECT: Use of Government Travel Card/
Split Disbursement

Date: MAR 10 2003

1. The Government Travel Card (hereinafter called "card") is for use by soldiers and government civilians to pay for reimbursable expenses and incidental non-reimbursable expenses associated with official travel. The card is not to be used for personal, family or household purposes. No person other than the cardholder is permitted to use the card for any reason.
2. Cardholders are responsible for payment in full of the undisputed amounts due in the monthly billing statement. The card is not a revolving credit line; cardholders may not make a minimum payment and carry a balance on their account. Cardholders are considered delinquent when their account balance is not paid within 30 days after the due date. Failing to file a travel voucher, or not receiving a settlement does not relieve the cardholder of the requirement to pay the bill when due. If the account is 60 days past due, the card will be suspended. At 120 days past due, the card will be cancelled.
3. Soldiers are required to manage their personal affairs satisfactorily and pay their debts promptly, including their Government Travel Card debt. Soldiers who are delinquent or make unauthorized purchases will be counseled concerning proper use of the card and their obligation to pay just debts. At a minimum, counseling for delinquent soldiers should include setting up a payment plan and advising the soldier of the possible disciplinary action that may result from the continued failure to pay his or her just debts. For additional guidance, refer to AR 600-15, Indebtedness of Military Personnel, paragraph 1-5 and chapter 3.
4. Delinquency rates for the card are excessive. It is imperative that travel cards are paid in full each month. To ensure cards are paid promptly and delinquency rates decrease, all USAAC travelers are required to use split disbursement. Travelers will annotate in block 1 of the DD 1351-2 a specific dollar amount to be sent to their travel card. Within 72 hours of disbursement a payment will be received by the government travel contractor. The difference will be sent via electronic funds transfer to the traveler's personal account.
5. Cardholders face adverse consequences for delinquent accounts. This command will not tolerate delinquencies. Commanders, make it happen.



DENNIS D. CAVIN
Lieutenant General, U.S. Army
Commanding General

CG POLICY

Number: 011

SUBJECT: Timely Completion of Military Evaluation Reports

Date: JUL 25 2003

1. Timely and constructive counseling of our subordinate's duty performance is one of our most important duties as leaders. A material part of that duty is the prompt completion of personnel evaluation reports. I do not believe submitting reports to PERSCOM 60-90 days after the completion of a reporting period constitutes "timely," nor is it in the best interest of our subordinates.
2. Whenever possible, I expect personnel evaluation reports to be finalized and handed to the rated individual the first day following the "Thru Date" of the report. If I am in the rating chain, that means the report shell needs to be on my desk not later than 14 days prior to the end of the evaluation period.
3. I want to reemphasize the purpose of evaluation reports: (1) to instill/reinforce Army values, (2) to improve duty performance through increased emphasis on performance counseling, and (3) to provide DA centralized selection boards and career managers with timely and accurate information to ensure those selected for special assignments, schooling, and promotion are the best qualified. As leaders, we play a central role in the effectiveness of the system, and the timely completion of reports deserves your personal attention.



DENNIS D. CAVIN
Lieutenant General, U.S. Army
Commanding

