



REPLY TO
ATTENTION OF

DEPARTMENT OF THE ARMY
UNITED STATES ARMY NATO
REGIONAL COMMAND SOUTH
PSC 813, BOX 156
FPO AE 09620

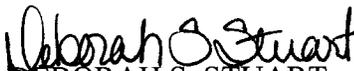
ACAS-BC

27 June 2004

MEMORANDUM FOR All US Army Personnel, Regional Command South

SUBJECT: Policy Memorandum #1 - Commander's Open Door

1. I want every soldier to know that you have the right to see me on any of your concerns. The use of the chain of command remains one of the most effective means of resolving problems and addressing issues.
2. Once you have used the immediate (supervisory chain) and intermediate (Company Commander) steps in the chain, I welcome the opportunity to seek answers to and help resolve issues. Enlisted personnel should give their First Sergeant/Detachment Sergeant and the Battalion Command Sergeant Major the opportunity to address the issue before seeing their Company Commander or me. This effective use of the chain of command is always in your best interests as well as this Battalion.
3. A situation may arise where, for urgency, privacy or other reasons, an individual feels that he or she needs to bypass the chains of supervision and command and/or the NCO support channel to bring an issue directly to me. While I will gladly entertain these requests, these instances should be the exception.
4. If the need does arise, you may utilize this open door policy by scheduling an appointment through my secretary, in Building L, room 133. You may reach the command group by phone at commercial 39 081 721 2855, or DSN 640 2855.
5. This policy memorandum supercedes all previous open door policies.


DEBORAH S. STUART
LTC, AG
Commanding



REPLY TO
ATTENTION OF

DEPARTMENT OF THE ARMY

UNITED STATES ARMY NATO
REGIONAL COMMAND SOUTH
PSC 813, BOX 156
FPO AE 09620

ACAS-BC

27 June 2004

MEMORANDUM FOR All US Army Personnel, Regional Command South

SUBJECT: Policy Memorandum #2 - Consideration of Others

1. Consideration of Others (CO2) is a program designed to improve organizational success. Training will be conducted in a small group setting (15-25 personnel). The program is mandatory for all assigned soldiers and civilian personnel. The program is not designed to be a set of mandatory lessons, but a facilitator led focused discussion that deals with issues that affect the workforce. Consideration of Others is a readiness issue. It is integral to the trust and cohesion manifested by successful organizations.
2. Commanders will use feedback derived from these sessions to help maintain a current assessment of their commands. Commanders are required to conduct eight (8) hours of training annually as described in para 1. The training is not an additional training requirement. It is a format that will ensure maximum participation and foster a positive learning command climate.
3. As part of the CO2 program, commanders are required to recognize, but not limited to, the special/ethnic observances outlined in AR 600-20 table 6-1, page 78 (Encl). These observances are intended to enhance cross-cultural communication and understanding. Events or displays should focus on achievements and contributions made by groups or persons being observed.
4. Commanders will submit the status of their program during Monthly/Quarterly EO Reports.
5. Any questions regarding the program may be directed to the Battalion Equal Opportunity Leader at DSN 640-3545.
6. This policy memorandum supercedes all previous CO2 policies.

Encl
as


DEBORAH S. STUART
LTC, AG
Commanding

Special Commemorations/Ethnic Observances Timetable

Month: January

Dates: 3d Monday

Observance: Martin Luther King, Jr. Birthday

Authority/Comment: Public Law 98-144, Nov. 83 (Federal Holiday)

Month: February

Dates: 1-28/29

Observance: African-American/Black History Month

Authority/Comment: First Presidential Proclamation, Feb. 76

Month: March

Dates: 1-31

Observance: Women's History Month

Authority/Comment: Public Law 100-9, Mar. 87

Month: April/May

Dates: Sunday to Sunday for Week incorporating Yom Hashoah

Observance: "Days of Remembrance" for Victims of the Holocaust

Authority/Comment: Public Law 96-388, Oct. 80

Month: May

Dates: 1-31 May

Observance: Asian Pacific Heritage Month

Authority/Comment: First Presidential Proclamation, May 91

Month: August

Dates: 26

Observance: Women's Equality Day

Authority/Comment: First Presidential Proclamation, May 91

Month: September/October

Dates: 15 Sept. – 15 Oct.

Observance: National Hispanic Heritage Month

Authority/Comment: Public Law 100-402, Aug. 88

Month: November

Dates: 1-30

Observance: National Native American Indian Heritage Month

Authority/Comment: Public Law 102-188, Mar 92



REPLY TO
ATTENTION OF

DEPARTMENT OF THE ARMY

UNITED STATES ARMY NATO
REGIONAL COMMAND SOUTH
PSC 813, BOX 156
FPO AE 09620

ACAS-BC

27 June 2004

MEMORANDUM FOR All US Army Personnel, Regional Command South

SUBJECT: Policy Memorandum #3 - Equal Opportunity

1. I fully endorse the Equal Opportunity (EO) policy set forth by HQ Department of the Army. Equal Opportunity is everyone's business. Every soldier and leader assigned to this command has a responsibility to promote a positive EO climate that supports readiness and unit cohesion. Discrimination based on race or gender will not be tolerated.
2. Every soldier within this command will be given every opportunity for professional achievement and personal growth. This command can ill afford the disruption and dissention caused by prejudice or discrimination. The team effort required to fight and win cannot, and will not be diminished by intolerance or racial preference.
3. I ask that all members of this command commit themselves to making this program work. You are encouraged to use the chain of command to identify and resolve problems. The Army EO Leader is my personal advisor on EO matters, and can be reached by calling 640-3545. If you have a problem or want to share an EO concern about the command, my door is open.
4. This policy memorandum supercedes all previous EO policies.

Deborah S. Stuart
DEBORAH S. STUART
LTC, AG
Commanding



REPLY TO
ATTENTION OF

DEPARTMENT OF THE ARMY
UNITED STATES ARMY NATO
REGIONAL COMMAND SOUTH
PSC 813, BOX 156
FPO AE 09620

ACAS-BC

27 June 2004

MEMORANDUM FOR All US Army Personnel, Regional Command South

SUBJECT: Policy Memorandum #4 - Sexual Harassment

1. I fully endorse the Equal Opportunity and Sexual Harassment policies set forth by the Secretary of the Army. I expect nothing less than your full support. Sexual harassment **is** unacceptable conduct and **will not be tolerated**.
2. Every soldier within this command has the right to work in an environment free of sexual harassment. Sexual harassment is defined as (1) influencing, offering to influence, or threatening the career, pay or job of another person, in exchange for sexual favors; or (2) deliberate or repeated offensive comments, gestures, or physical contact of a sexual nature in a work or duty related environment which is unwelcome.
3. I challenge that all members of this command to commit themselves to the prevention of sexual harassment. I encourage you to use the chain of command to identify and resolve problems. Any member of this command that experiences acts of reprisal based on a sexual harassment complaint or support of a complaint should contact their EO support chain SSG Randall at 640-3816, SSG Webber at 640-3713, or myself at 640-2855. Alternate reporting channels include Equal Opportunity Advisor, Inspector General, Chaplains, Provost Marshal, medical agencies, Staff Judge Advocate, and housing referral offices.
4. Anyone needing assistance in filing an equal opportunity complaint may contact the U.S. Army NATO Equal Opportunity Office at DSN 423-3805. SSG Webber is the Battalion EO Leader, and is my personal advisor on EO matters. He is located in Building L, Room 127, and can be reached at DSN 640-3713/2594. If you have a problem or want to share an EO concern about the command, my door is open.
5. This policy memorandum supercedes all previous sexual harassment policies.


DEBORAH S. STUART
LTC, AG
Commanding



REPLY TO
ATTENTION OF

DEPARTMENT OF THE ARMY
UNITED STATES ARMY NATO
REGIONAL COMMAND SOUTH
PSC 813, BOX 156
FPO AE 09620

ACAS-BC

27 June 2004

MEMORANDUM FOR All US Army Personnel, Regional Command South

SUBJECT: Policy Memorandum #6 - Management Control Program

1. The Army Management Control Program (MCP) requires us to evaluate key essential controls and report annually on the effectiveness of our control systems. Execution of the MCP is the responsibility of each section supervisor. Everyone must be aware and understand these responsibilities in their daily operations.
2. The MCP manager for the US Army Element as a whole is the Resource Management Officer (RMO). The RMO will forward the evaluation checklists to the responsible sections to compile formal reports by a specified date. Each responsible section will submit the completed checklists in the proper format, using regulatory checklists prescribed by the annual program and noted by SHAPE-USANATO.
3. The RMO will prepare the Management Control Evaluation Certification Statements 5 workdays later for signature by me. I will review the statements prior to its submission to USANATO-SHAPE.
4. At anytime during the FY, any functional area that does not meet appropriate control standards should be reported to me immediately.
5. This policy memorandum supercedes all previous MCP policies.


DEBORAH S. STUART
LTC, AG
Commanding



REPLY TO
ATTENTION OF

DEPARTMENT OF THE ARMY
UNITED STATES ARMY NATO
REGIONAL COMMAND SOUTH
PSC 813, BOX 156
FPO AE 09620

ACAS-BC

27 June 2004

MEMORANDUM FOR All US Army National Element Personnel, Regional Command South
SUBJECT: Policy Memorandum #7 - US Army NSE Duty Hours - Soldier & Family Time

1. This policy is applicable to all US Army personnel assigned to US Army National Support Element (NSE) positions throughout the US Army NATO Regional Command South (AFSOUTH) Battalion and its subordinate units at locations in Portugal, Spain, Italy, Greece, and Turkey. This policy does not apply to personnel assigned to NATO Peacetime Establishment (PE) positions. The NATO supervisory chain will proscribe duty schedules for PE personnel.

2. **Duty Hours:** In order to align US Army NATO AFSOUTH NSE duty schedules with the remainder of the command, and to ensure fair and equitable requirements of NSE personnel across the AFSOUTH Battalion's area of operations, the following duty hours policy will apply to all US Army NSE personnel:

a. The senior US Army NSE officer or NCO at each location will establish duty hours for US Army NSE personnel, in coordination with the Senior Army Officer (SAO), and as applicable, the senior US Element Commander. The Battalion Staff and HHC Orderly Room will adhere to the duty hours as stated in this policy memorandum.

b. At a minimum, the Army NSE will be open for customer support from 0900 to 1700 daily, and all Army NSE personnel should be on duty in uniform (as permitted by force protection considerations) during these hours, except for lunch breaks, as outlined in the following paragraphs.

c. Army NSE personnel will conduct sergeant's time training on Thursdays from 0700 to 1300. During this training, the NSE may be closed to customer service.

d. In locations where the NATO PE personnel are routinely released at 1500 or earlier due to environmental factors (i.e. "summer hours"), the senior US Army NSE officer or NCO at that location must coordinate with me to make the case to change their Army NSE duty hours to mirror those of the NATO staff. No modifications of the duty hours may occur without my prior approval.

e. The senior Army NSE officer or NCO is responsible for conducting an organized PT program for Army NSE personnel. The HHC Commander will execute this responsibility for Battalion Staff and HHC Orderly Room personnel. PT programs will not infringe on the customer service or sergeant's time training periods.

ACAS-BC

SUBJECT:SUBJECT: Policy Memorandum #7 - US Army NSE Duty Hours - Soldier & Family Time

3. **Soldier & Family Time:** Across the Army, with the exception of deployed locations, soldiers are released early for soldier & family time one day per week, in accordance with the Chief of Staff, Army (CSA) directive. This release allows soldiers to conduct business with banks, post offices, etc. without having to request additional time off during normal office hours. It also facilitates a soldier's participation in family activities such as picking children up from school, and being present for school activities. In support of this CSA initiative, the following soldier & family time policy will apply to Army NSE personnel:

a. The senior US Army NSE officer or NCO at each location will coordinate and establish soldier & family time, as indicated below, for US Army NSE personnel. This must be done in coordination with the SAO, and as applicable, the senior US Element Commander.

b. The Army NSE will be closed for customer service, and Army NSE personnel will be released from duty at 1400 at least one day per week. Typically, the early release will be on Friday, but may be established on another day, in coordination with the senior US NSE element commander and the SAO. The early release day will be consistent from week to week, and will be posted on unit training schedules to ensure predictability for soldiers and customers. For the Battalion Staff and HHC Orderly Room, soldier & family time will occur on Friday.

c. In those cases where a US or NATO holiday closes a headquarters on the day that soldier & family time is normally observed, early release on an alternate day is not authorized.

4. Unit training events as annotated on approved training schedules, and documented individual absences as approved by the chain of command take precedence over this policy.

5. I am the approval authority for all exceptions to this policy.

6. The senior US Army NSE officer or NCO at each location will ensure that all US Army NSE personnel are aware of this policy, and any approved modifications. He or she must also ensure that the customer service and Army NSE duty hours are clearly posted in soldier work areas.

8. This policy is effective 23 June 2004, and supercedes all previous duty hour policies.


DEBORAH S. STUART
LTC, AG
Commanding



REPLY TO
ATTENTION OF

DEPARTMENT OF THE ARMY

UNITED STATES ARMY NATO
REGIONAL COMMAND SOUTH
PSC 813, BOX 156
FPO AE 09620

ACAS-BC

27 June 2004

MEMORANDUM FOR All US Army National Element Personnel, Regional Command South
SUBJECT: Policy Memorandum #8 - Uniforms

1. References:

- a. AR 670-1, Wear and Appearance of Army Uniforms and Insignia, 5 September 2003.
- b. AFSOUTH Directive 5-18
- c. Subordinate Southern Region (SR) NATO Headquarters' uniform directives, as applicable.

2. This policy is applicable to all US Army personnel assigned to the US Army NATO Regional Command South (AFSOUTH) Battalion and its subordinate units at locations in Portugal, Spain, Italy, Greece, and Turkey. This policy also applies to personnel assigned to NATO Peacetime Establishment (PE) positions.

3. In order to project a uniform and professional appearance throughout the command, the following policy is established:

a. Personnel in PE positions.

(1) The senior Army officer (SAO) at each headquarters location will prescribe the duty uniform for all PE personnel. In the absence of the SAO, PE personnel will comply with uniform guidance from the senior US officer, or if no US officer available, from their NATO chain of supervision.

(2) RHQ AFSOUTH PE personnel will wear the NATO pocket flash as prescribed by reference b when in class "A" or class "B" uniform. USA NATO PE personnel at subordinate Southern Region NATO Headquarters will wear the corresponding pocket flash (if any) as prescribed in their headquarters' uniform directives when in class "A" or class "B" uniform.

(3) The USA NATO AFSOUTH Battalion S-4 will procure the pocket flash for hand receipt to PE personnel through unit supply channels. Unit commanders will coordinate with the S-4 for procurement and re-supply. Pocket flash and mounting tabs must be returned to unit supply at the end of each soldier's tour. The requirement to wear the pocket flash will not be effective for a given location until the items are available for issue from unit supply.

b. Personnel assigned to US Army Element (non-PE) positions. The duty uniform for US Army Element personnel, during duty hours, while on a US or NATO installation is BDU with beret.

c. All Personnel.

(1) When in formation, BDU sleeves will be rolled up or down as specified by the commander/SAO calling the formation.

(2) Qualified personnel may substitute Aviation BDUs or flight suits for standard BDUs.

(3) The uniform for unit training events (i.e. PT, Class "A" inspections, etc.) will be as stated on unit training schedules.

d. Force Protection Implications.

(1) When the Anti-Terrorist Force Protection Condition is at or below Bravo Plus, all personnel are encouraged to conduct off-post travel, both to and from work as well as travel off-post during the duty day, in civilian clothes. If uniforms are worn, uniform headgear and uniform jackets and/or blouses will be removed or otherwise covered.

(2) When the Anti-Terrorist Force Protection Condition is above Bravo Plus, all personnel are prohibited from traveling off-post in uniform. To minimize the disruption to duty activities, when the Anti-Terrorist Force Protection Condition is at Charlie, short trips between installations for official business may be conducted in uniform, at the discretion of the first Sergeant First Class or above in the soldier's supervisory chain. If approved, headgear and uniform jackets and/or blouses must be removed or otherwise covered.

4. This policy is directive in nature, and violations are chargeable under Article 92, UCMJ.

5. This policy is effective 27 June 2004, and supercedes all previous uniform policies.


DEBORAH S. STUART
LTC, AG
Commanding



REPLY TO
ATTENTION OF

DEPARTMENT OF THE ARMY

UNITED STATES ARMY NATO
REGIONAL COMMAND SOUTH
PSC 813, BOX 156
FPO AE 09620

ACAS-BC

27 June 2004

MEMORANDUM FOR All US Army Personnel, Regional Command South Battalion

SUBJECT: Policy Memorandum #9 - Commander's Critical Information Requirements

1. References:

- a. AR 600-8-10, Leaves and Passes, 1 July 1994.
- b. AR 600-8-1, Army Casualty Operations, 20 October 1994.

2. This policy is applicable to all US Army personnel assigned to the US Army NATO Regional Command South (AFSOUTH) Battalion and its subordinate units at locations in Portugal, Spain, Italy, Greece, and Turkey, including personnel assigned to NATO Peacetime Establishment (PE) positions.

3. In order to ensure timely and accurate command responses to emergencies and other significant incidents, and to ensure timely distribution of information to the chain of command, the following policy is established ("soldier" includes officer, warrant officer, noncommissioned officer, and junior enlisted):

a. All Personnel (as defined in paragraph 2) will immediately report the following information to both the first US Army officer or NCO in their chain of supervision, and to their respective unit 1SG or Detachment Sergeant and/or Company Commander:

(1) Death or serious injury of any soldier or family member (serious injury is any injury that requires hospitalization or emergency medical treatment of any sort);

(2) Serious illness of any soldier or family member that requires hospitalization or emergency medical treatment;

(3) Departure of any soldier and/or family member on emergency leave IAW AR 600-8-10;

(4) Any incident involving contact with host-nation local, national, or military law enforcement officials, regardless whether any soldier or family member was arrested or charged with a crime (this reporting requirement does not include routine liaison contact occurring as a part of a soldier's official duties);

(5) Any military vehicle or POV accident, regardless of the extent of damage or injury;

ACAS-BC

SUBJECT: Policy Memorandum #9 - Commander's Critical Information Requirements

- (6) Any incident involving an assault, attempted assault, robbery, or theft committed against a soldier or family member;
- (7) Any damage or theft of government property, including leased vehicles;
- (8) Any suspected criminal or terrorist activity, including suspicions of surveillance of US or NATO installations, or private residences;
- (9) Any newsworthy terrorist attack or natural disaster (i.e. earthquake, flood, etc.) in your area, regardless if any soldiers are involved; and
- (10) Contact by an official or unofficial representative of any foreign nation for the purpose of gaining information that can be deemed sensitive or harmful to any US interest.

b. US Army NATO Personnel in PE positions, in addition to the above, will report the following information to their company commander and/or unit 1SG or Detachment Sergeant:

- (1) Tentative and/or projected NATO deployment of any soldier or group of soldiers, as soon as the information is known;
- (2) Date of departure and duration of all pending NATO TDYs;
- (3) Security violations;
- (4) Pending departure of NATO supervisor if it will or should generate a Change of Rater OER or NCOER; and
- (5) Non-temporary assignment to a PE position other than the one currently occupied.

c. Company Commanders, unit 1SGs, and Detachment Sergeants will immediately pass the information in paragraph 3a, above, to the Battalion Commander, Command Sergeant Major, and/or the Battalion Executive Officer via telephonic means, and follow up via email. Reports will include the confirmed status of all assigned personnel following any terrorist attack, or major natural disaster (i.e. earthquake, flood, severe storms, etc.) in your area, regardless if soldiers are involved or not. Information in paragraph 3b will be reported via email. All information above will be annotated in the unit's Weekly Activity Report.

4. This policy is directive in nature, and violations are chargeable under Article 92, UCMJ.

5. This policy is effective 27 June 2004, and supercedes all previous CCIR policies.


DEBORAH S. STUART
LTC, AG
Commanding