

MCHL-MCB

SUBJECT: Walter Reed Army Medical Center Total Army Retention Incentive Awards Program,  
Policy Memorandum #11

a. Commissioning Program, etc., or agreement to transition into a Reserve Component Troop Program Unit.

b. Soldiers reenlisting for at least three years under option E-2 will have an opportunity to attend a semester of college using tuition assistance and a portion of the duty day under the restrictions listed in the memorandum titled "Brigade Education Incentive".

c. Select the uniform, date, time of his/her reenlistment, extension into the BEAR Program, or agreement to transition into a Reserve Component and the Officer of choice to perform the ceremony. Only Commissioned Officers or Warrant Officers are authorized to perform retention ceremonies. After completion of the ceremony, the soldier will be in a non-duty status for the remainder of the day, and off the next duty day to take care of personal business (i.e. – apply for a new ID Card, finance appointment, etc.).

5. Unit commanders may add to this policy letter but may not take away from it. These awards are to be provided to all deserving soldiers based on mission requirements.

6. Recognition: Recognition will be as follows:

a. Quarterly: A plaque will be awarded to the unit who meets their retention mission objective and achieves the highest overall percentage. Each Unit Reenlistment NCO who meets the above criteria will receive a certificate of achievement from the Brigade Commander.

b. Annual: Each Unit Reenlistment NCO who meet the criteria listed above for the fiscal year will receive special recognition from the Brigade Commander.

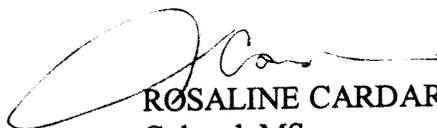
7. Implementation and Monitoring: The Brigade Retention Office is responsible for implementation of this program, monitoring statistics and submitting the appropriate recognition to the Unit Reenlistment NCO.

8. A solid, dynamic retention program is necessary to ensure the continued growth and prosperity of our Army. This growth and prosperity are linked directly to the retention of quality soldiers. All supervisors have a key role in this program, and I expect everyone to do their part to ensure that we retain only quality soldiers.

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9. Any questions concerning this program will be directed to the Brigade Retention Office at  
782-3479.



ROSALINE CARDARELLI  
Colonel, MS  
Commanding

**DISTRIBUTION:**

Commander, HQ Co  
Commander, A Co  
Commander, B Co  
Commander, C Co  
Commander, Student Co  
Commander, Medical Hold Co  
Each Unit Reenlistment NCO  
Brigade Retention Office



**DEPARTMENT OF THE ARMY**  
**WALTER REED ARMY MEDICAL CENTER**  
6900 GEORGIA AVENUE, N.W.  
WASHINGTON DC 20307-5001



REPLY TO  
ATTENTION OF:

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9 July 2004

**MEMORANDUM FOR SEE DISTRIBUTION**

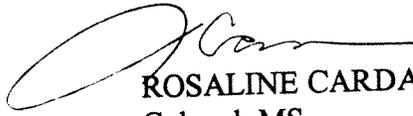
**SUBJECT: Functional Academic Skills Training (FAST) - Policy Memorandum #12**

1. FAST program is a standardized, job-related curriculum providing on-duty instruction in a set of skill qualifications, prerequisite academic competencies necessary for job proficiency and preparation for advanced training. The program contains the functional academic skills competencies required for specific MOS, diagnostic pre- and post-tests to measure a soldier's mastery of each competency.
2. Commanders should enroll soldiers in FAST who do not meet achieve minimum competency on a prescribed diagnostic test or do not meet DoD recommended equivalent standard reading grade level or score below composite Tests of Adult Basic Education (TABE) scale scores of 770-771 for reading, 785-786 for mathematics, or 739-740 for language. Soldiers with a General Technical (GT) score of 99 or less should also be considered.
3. In view of the benefits of this program and its relative ease of accessibility, this is my policy:
  - a. Soldiers who do not meet the standards above may enroll in FAST. The Commander will determine the number of soldiers enrolled at any one time based on mission requirements.
  - b. Soldiers will not be re-examined with the Armed Forces Classification Test (AFCT) without completion of diagnostic testing and completion of the FAST program as applicable.
  - c. Soldiers enrolled in FAST who complete a re-examination of the (AFCT) and do not achieve a (GT) score of at least 100 may re-enroll in the program.
  - d. Keep outside interference to a minimum. Reschedule ordinary leaves and personal appointments when possible. Soldiers in FAST are not considered for minimum essential staffing. Supervisors and soldiers must understand the unit mission comes first, but FAST is also critical for retention of quality soldiers. A balanced approach can usually be worked out.

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SUBJECT: Functional Academic Skills Training (FAST) - Policy Memorandum #12

4. Direct all questions concerning this policy to the Command Sergeant Major at 782-0809.



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9 July 2004

MEMORANDUM FOR SEE DISTRIBUTION

SUBJECT: Noncommissioned Officer and Soldier Quality Assurance Program - Policy  
Memorandum # 13

1. This memorandum provides general guidance for the selection and recognition of outstanding performance of enlisted soldiers during monthly, quarterly and annual competition.

a. Monthly Competition:

(1) Each separate section may nominate noncommissioned officers (NCO) and junior enlisted soldiers to compete at company level competition. This competition may consist of an oral presentation, a hands-on demonstration of skills or a combination of both. The NCO and junior enlisted soldier determined by majority vote or numerical superiority system, to be the best, will earn the title of Company NCO and Soldier of the Month, and will be afforded the opportunity to compete at the Brigade NCO and Soldier of the Quarter Board.

(2) Company NCO and Soldier of the Month boards must be held before the 10th of each month.

(3) NCO and Soldier of the Month Boards will consist of the First Sergeant as President with a minimum of three board members, superior in grade to the competitors.

(4) Company NCO and Soldier of the Month winners will be awarded the following:

(a) A Brigade Certificate of Achievement

(b) Exemption from the Duty Roster for a period of 30 days

(c) Three Day Pass.

b. Company Quarterly Competition:

(1) Each Company NCO and Soldier of the Month will compete for Company NCO and Soldier of the Quarter.

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SUBJECT: Noncommissioned Officer and Soldier Quality Assurance Program - Policy  
Memorandum # 13

(2) Company NCO and Soldier of the Quarter Boards may consist of an oral presentation, a hands-on demonstration of skills or a combination of both. The NCO and junior enlisted soldier determined by majority vote or numerical superiority system, to be the best, will earn the title of Company NCO and Soldier of the Quarter, and will be afforded the opportunity to compete at the Brigade's NCO and Soldier of the Quarter.

(3) Company NCO and Soldier of the Quarter Boards will occur in the months of December, March, June and September of each calendar year. This board must be convened before the 15<sup>th</sup> of the month. These boards will consist of the First Sergeants as President and a minimum of three board members, superior in grade to the competitors. The names and biographies of each Company NCO of the Quarter will be submitted to the Brigade Command Sergeant Major before the last working day of the months indicated above.

(4) Company / Detachment NCO and Soldier of the Quarter will receive:

- (a) A Brigade Certificate of Achievement
- (b) Exemption from the Duty Roster for a period of 60 days
- (c) Four Day Pass
- (d) AAFES discount coupon booklet or gift certificate
- (e) Brigade Coin

c. Brigade Quarterly Competition:

(1) Each Company NCOs and Soldiers of the Quarter will compete at brigade level NCO and Soldier of the Quarter Board. This competition will consist of an oral presentation, Army Physical Fitness Test, and a hands-on demonstration. One NCO and one junior enlisted soldier, determined by majority vote or numerical superiority system, will serve as the Brigade NCO and Soldier of the Quarter.

(2) Brigade NCO / Soldier of the Quarter Boards will convene in the months of January, April, July and October of each calendar year. The board will consist of the Command Sergeant Major as the President and a minimum of four board members senior in grade to the competitors. These Quarter boards will convene before the 25<sup>th</sup> of each month.

(3) Brigade NCO and Soldier of the Quarter will receive:

- (a) Army Achievement Medal
- (b) Exemption from the Duty Roster for a period of 90 days.

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SUBJECT: Noncommissioned Officer and Soldier Quality Assurance Program - Policy  
Memorandum # 13

- (c) Four Day Pass
- (d) NCOA Certificate of Achievement
- (e) Brigade NCO/Soldier of the Quarter Plaque.
- (f) One year free Association United States Army Membership
- (g) Fifty-dollar Savings Bond from the Directorate of Community Affairs.

d. Annual Competition:

(1) All Brigade NCOs and Soldiers of the Quarter winners will compete for the NCO and Soldier of the Year at brigade level competition. This competition will consist of an oral presentation, an Army Physical Fitness Test, and hands-on components. One NCO and one junior enlisted soldier determined by majority vote or numerical superiority system will be the Brigade NCO and Soldier of the Year.

(2) The Brigade NCO and Soldier of the Year Board will consist of the Command Sergeant Major as President and each Company First Sergeants as board members.

(3) The Brigade NCO and Soldier of the Year will represent the brigade at the Regional Medical Command annual competitions. They will receive:

- (a) Army Commendation Medal
- (b) Exemption from the Duty Roster for a period of 180 days
- (c) Set of Army Dress Blues
- (d) Four Day Pass
- (e) Brigade Trophy depicting "NCO or Soldier of The Year
- (f) AAFES discount coupon booklet or gift certificate
- (g) NCOA Certificate of Commendation
- (h) Soldiers with AUSA membership will receive a fifty-dollar saving bond
- (i) One Hundred-dollar Savings Bond from the Directorate of Community Affairs.

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SUBJECT: Noncommissioned Officer and Soldier Quality Assurance Program - Policy  
Memorandum # 13

(j) Other awards, contingent upon the availability of funds and donations

2. Direct all questions concerning any portion of this policy to the Command Sergeant Major at 782-0809.



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REPLY TO  
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9 July 2004

MEMORANDUM FOR SEE DISTRIBUTION

SUBJECT: Uniforms - Policy Memorandum #14

1. I expect all soldiers to adhere to the hygiene and appearance standards contained in AR 670-1. In addition to the prescribed method of wear of military uniforms found in this regulation, I will address uniform standards unique to this installation.

a. The laboratory coat (long/short, white/green) is only worn inside the buildings on the installation. The coat can be worn in uniform or in civilian clothing. A nameplate will be worn centered on the right breast pocket parallel to and one-half inch below the top of the pocket. In the absence of a pocket, a nameplate will be worn centered horizontally on the right side and slightly above the top edge of the top button. Alternatively, name only or name and duty position may be embroidered on the lab coat.

b. Wearing of scrub suit attire by staff at the Medical Center is mandatory in the invasive areas listed below. Personnel leaving those areas will wear a protective cover (laboratory coat or scrub gown). Shoe covers, surgical head covers, and surgical masks will be removed before departing the 4<sup>th</sup> floor or upon exiting a procedure room. The wearing of scrub attire outside is prohibited unless responding to an emergency situation.

- (1) Operating Room Suite
- (2) Ambulatory Surgical Center
- (3) Clinic areas where invasive surgery is performed
- (4) Recovery Room
- (5) Central Material Supply

c. SSTC Instructor's Uniform is a modified Battle Dress Uniform (BDU), which allows the soldier to wear SSTC instructor's black hat, T-shirt or sweatshirt. The uniform is only for SSTC instructors and only while performing their duties. A similar uniform is available for military EMTs working the ambulance section.

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SUBJECT: Uniforms - Policy Memorandum #14

d. The Physical Fitness Uniform (PFU) is the only authorized uniform for the APFT and unit physical training formations. The PFU will be worn with plain white socks. During hours of limited visibility, runners must wear a reflective belt or vest.

e. WRAMC identification badges will be worn at all times while on the installation. The placement of the badge is as follows:

- (1) Left breast pocket of the male Class B Shirt.
- (2) Left shoulder epaulet of the female Class B Shirt.
- (3) Left shoulder epaulet of the Pullover Sweater.
- (4) Left breast pocket of the Battle Dress Uniform.
- (5) Left lapel of the Hospital White Duty Uniform
- (6) Above the waist and attached to the cover gown or coat of the Scrub Suit.

2. Direct all questions concerning any portion of this policy to the Command Sergeant Major or me at 782-0809.



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9 July 2004

MEMORANDUM FOR SEE DISTRIBUTION

SUBJECT: Open Door - Policy Memorandum #15

1. I am available to any soldier and family member to discuss any problems or issues, which they feel warrant my assistance. No one will be denied access to me. My only requirement is that soldiers obtain their supervisor's permission to be absent from the duty section and that they schedule their appointment through the Command Sergeant Major.
2. I believe that immediate supervisors can handle most problems. I attribute this to the fact that most problems are best understood at that level and most quickly remedied. If, however, you believe the issue warrants my involvement, call my Command Sergeant Major or me at 782-0809. During holidays, weekends and after duty hours, contact the SDNCO at 782-0069, who will then contact me at home.
3. Again, I want to emphasize the proper use of the chain of command. Please rest assured that I will do everything possible to work with you in resolving your problem.
4. Direct all questions concerning any portion of this policy to the Command Sergeant Major at 782-0809.

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9 July 2004

MEMORANDUM FOR SEE DISTRIBUTION

SUBJECT: Army Weight Control Program (AWCP) - Policy Memorandum #16

1. I expect all soldiers to meet the weight guidelines of AR 600-9.
2. Soldiers who do not meet the height-weight requirements of AR 600-9 and soldiers identified by the commander or supervisory for a special evaluation will have a determination made of percent body fat. The method to determine body fat percentage will be the tape test. A trained and certified individual of the same gender will tape the soldier. Soldiers who are not within the standard body fat percentage for their age and gender will be enrolled in the AWCP with an effective date of the day the soldier was informed by the unit commander that he/she has been enrolled.
3. Initiate a medical evaluation when the soldier has a medical limitation, is pregnant, or when requested by the unit commander.
4. Soldiers enrolled in the program will attend the Fresh Start classes through the Wellness Center as part of their overall weight-control program. These sessions consist of three and one-half hours of instruction on nutrition, fitness, and healthy lifestyles.
5. Soldiers on the program will attend Special Population Physical Training.
6. Soldiers will be enrolled in the program for six months. If the soldier fails to show progress during that time, the soldier will be considered for administrative discharge from the Army. If the soldier is retained, he/she will be placed on probation for an additional six months.
7. Soldiers who are enrolled in the program (including soldiers who become pregnant while on the program) will be flagged and may not attend professional military or civilian schooling. They will not be assigned to command positions or be allowed to extend or reenlist.

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SUBJECT: Army Weight Control Program (AWCP) - Policy Memorandum #16

8. Direct any questions regarding this policy to the Brigade Adjutant at 782-8095.



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9 July 2004

MEMORANDUM FOR SEE DISTRIBUTION

SUBJECT: Soldier's Dormitory, Policy Memorandum #17

1. Your leadership team is committed to provide a safe, secure and health living environment for all the residents of the Soldiers Dormitory. To do this in an efficient manner, residents must adhere to this policy memorandum. Failure to follow this policy may result in revocation of privileges, corrective training or may subject residents to provisions of the UCMJ.

2. SAFETY

a. Fire Safety. Post the fire exit plan on the inside of each dormitory door. Do not store combustible materials in the rooms. No incense burning, candle burning or open flame cooking allowed. Residents may use GSA approved heat producing electric appliances except space heaters. Monitor all heating producing appliances while in use. Inspect and replace appliances with frayed or bare wires. Electrical wiring may not run under rugs, carpets or across the ceiling.

b. Quarters Arrangement and Safety Restrictions. Residents may arrange personal and government issued furniture as long as it does not create a cluttered or unsafe environment, example-stacking furniture or prevents rapid exit of quarters in case of emergencies. Residents will not have privately owned weapons, ammunition, explosives, and government issued supplies and tools, or drug paraphernalia in the quarters. No pets allowed. Residents may smoke in the quarters, if all residents agree. Do not smoke in common areas, walkways, or in the bed. Do not tamper with the smoke detectors.

3. PHYSICAL SECURITY

a. Theft Prevention. When not occupied, residents should secure your wardrobe and chest and lock your quarters. Cash, checks, checkbooks, and jewelry should be in the wardrobe or chest. Also, residents should lock the quarters when sleeping. Residents should register high value equipment on DA Form 4986 (Personal Property Record). Report all thefts to the SDNCO immediately. Failure to follow this policy must result in residents being liable for stolen government property or personal property of the other residents. Also, the adjudication of any personal property claim for reimbursement from the government may be denied.

b. Visitation. No overnight guests. Residents may have guests from 1700 to 2200 on workdays and 0800 to 0200 on non-workdays. Guests do not have unlimited access to quarters,

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SUBJECT: Soldier's Dormitory - Policy Memorandum #17

dayrooms, and facilities, the resident must be present. Parent or guardian will escort guests under 17.

#### 4. HEALTH

a. Alcohol Usage. You must be at least 21 years of age to purchase, have, or consume alcoholic beverages. There is no restriction on the type or amount of alcoholic beverages you may have or consume. Excessive drinking or inappropriate actions while under the influence of alcohol may indicate alcohol abuse. These actions may warrant a revocation of privileges.

b. Cleanliness. Remove smudge marks and film from windows and mirrors. Line trashcans with plastic bags. Keep the trashcan less than half full. Empty the trash can daily, if it contains food garbage. Vacuum the carpet. Pick up clutter, debris and trash. Dust all furniture surfaces.

c. Noise. Lower the volume of stereos, TV's, radio's, musical instruments, etc so it is not heard outside the quarters. Respect other resident's rights to privacy and wear headphones.

#### 5. OTHER STANDARDS.

a. Common Areas. Clean common areas daily. The responsibility for maintaining common areas in a high state of cleanliness is a rotating duty posted on a detail roster. The detail roster also contains the standards of cleanliness and the inspection times. Obtain cleaning supplies for the detail from the floor sergeants. Report any damages to the floor sergeants or 1SG.

b. Assignment and Termination of Quarters. Upon assignment of quarters, residents will conduct a joint inspection with the Supply Sergeant to determine any preexisting the quarters or furniture. Failure to do so may result in assessment of pecuniary liability during termination of quarters. Residents must return the quarters to acceptable standards prior to termination.

c. Issued Furniture and Linen. Residents must maintain the government issued furniture assigned to the quarters. Residents may decorate the quarters with their own furniture; however, exceeding the JTR weight allowance may cause unnecessary shipping difficulty during TCS, PCS, or ETS. Residents may use their own linen, comforters, etc., or issued linen.

d. Displays and Dress Code. Residents can display potted plants and posters. Posters will not exploit sex, degrade the flag, the Army, or people of a particular national or ethnic group. Display posters on the wall only. At a minimum, residents will wear a shirt, shorts, and shoes when leaving the quarters. Do not wear pajamas, robes, and housecoats in common areas.

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SUBJECT: Soldier's Dormitory, Policy Memorandum #17

6. Announced and unannounced inspections will be conducted to ensure compliance with this policy. Direct all questions concerning this policy to the Command Sergeant Major at 782-0809.



ROSALINE CARDARELLI

Colonel, MS

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MEMORANDUM FOR SEE DISTRIBUTION

SUBJECT: Commander's Policy on Equal Employment Opportunity - Policy Memorandum #18

1. I will ensure that equal opportunity and treatment exists for all employees regardless of age, physical or mental handicap, race, color, religion, national origin or gender. I will not tolerate any violation of this policy memorandum.
2. Equal and just treatment of all personnel favorably influences both morale and discipline. It is a key element in the successful accomplishment of our mission.
3. I expect every member of the chain of command to safeguard the legitimate rights of every individual. Depending upon the circumstances, I will consider initiating an administrative or disciplinary action against any one who engages in discrimination based upon race, color, religion, national origin or gender
4. Any employee who believes himself/herself to be a victim of these acts of discrimination or who has direct knowledge of discriminatory acts will report them to the supervisory chain of command immediately.
5. Direct any questions regarding this policy to your Equal Employment Opportunity Office.

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Colonel, MS  
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REPLY TO  
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9 July 2004

MEMORANDUM FOR SEE DISTRIBUTION

SUBJECT: Commander's Policy on Equal Opportunity - Policy Memorandum #19

1. I will ensure that equal opportunity and treatment exists for all soldiers regardless of race, color, religion, national origin or gender. I will not tolerate any violation of this policy memorandum.
2. Equal and just treatment of all personnel favorably influences both morale and discipline. It is a key element in the successful accomplishment of our mission.
3. As the Equal Opportunity Officer for the Brigade, I expect every member of the chain of command to safeguard the legitimate rights of every individual. Depending upon the circumstances, I will consider initiating an administrative or disciplinary action under the UCMJ against any one who engages in discrimination based upon race, color, religion, national origin or gender.
4. Any soldier who believes himself/herself to be a victim of these acts of discrimination or who has direct knowledge of discriminatory acts will report them to the chain of command immediately.
5. Direct any questions regarding this policy to your Equal Opportunity Representative.

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REPLY TO  
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9 July 2004

MEMORANDUM FOR SEE DISTRIBUTION

SUBJECT: Commander's Policy on Sexual Harassment - Policy Memorandum #20

1. I will not tolerate sexual harassment in this command. Sexual harassment violates the normal standards of honesty and fairness expected of Army personnel. Sexual harassment inhibits mission accomplishment and the unit's cohesion.
2. Sexual harassment is a form of sex discrimination involving unwelcome sexual advances, request for sexual favors or verbal/physical conduct of a sexual nature when:
  - a. Submission to, or rejection of, such conduct is made either explicitly or implicitly a term or condition of a person's job, pay, or career, or used as a basis for career or employment decisions affecting that person.
  - b. AR 600-20 clearly states that individuals carrying out acts that constitute sexual harassment are punishable under military law. I will discipline any soldier who is guilty of sexual harassment.
3. Personnel should report sexual harassment directly through their chain of command, equal opportunity advisor, or the inspector general. Commanders will take actions to resolve any complaints expeditiously and at the lowest level possible.
4. Direct any questions regarding this policy to your Equal Opportunity Representative.

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REPLY TO  
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9 July 2004

MEMORANDUM FOR SEE DISTRIBUTION

SUBJECT: Commander's Policy on the Rights of Military Personnel to Present Equal Opportunity and Sexual Harassment Complaints - Policy Memorandum #21

1. It is the policy of this command to provide equal opportunity and an environment free of sexual harassment for all military personnel, family members, and Department of Army (DA) civilians regardless of race, color, religion, gender, or national origin. Additionally, they have the right to present equal opportunity and sexual harassment complaints.
2. I encourage military personnel to use their chain of command. It is always important to first consider whether complaints may be solved quickly and more simply through referral to the immediate chain of command or management. Nevertheless, persons may also choose to present complaints directly to the Equal Opportunity Advisor (EOA) for processing. The Equal Opportunity Office will provide maximum assistance to complainants and their leaders to resolve complaints in a timely manner. Personnel may discuss and register EO complaints with any Equal Opportunity Advisor.

NAME: SFC Hooks, Brigade Equal Opportunity Advisor (EOA)  
LOCATION: Building 1, Room A-224  
PHONE: 782-5080

3. Personnel presenting complaints or providing information for inquiry or investigation of a discrimination or sexual harassment allegation shall be free from restraint, hindrance, coercion, or reprisal.
4. Direct any questions regarding this policy to your Equal Opportunity Representative.

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MEMORANDUM FOR All Medical Center Brigade Personnel With Brigade Issued Cell Phones

SUBJECT: Cellular Telephone Usage - Policy Memorandum #22

1. All personnel in possession of cell phones issued by the Brigade S-4 are reminded that these telephones are to be used for official business only. Official cell phone calls should be made only when the need to communicate is urgent or other means of communication are not available.
2. Personal use of cell phones is discouraged and all calls over the call limit may subject violators to payment of the bill and adverse administrative action.
3. The Deputy Brigade Commander will review the Center Brigade's phone list monthly to ensure policy compliance.

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MEMORANDUM FOR SEE DISTRIBUTION

SUBJECT: Recommendations for Award – Policy Memorandum # 23

1. **PURPOSE:** To establish procedures for the control and administration of awards for personnel assigned to WRAMC.
2. **SCOPE:** Applies to all military personnel assigned to WRAMC.
3. **PROCEDURES:**
  - a. Submit recommendation for military awards IAW AR 600-8-22, dated 25 February 1995, and MEDCOM Pamphlet No. 600-8-22, dated 1 July 1998.
  - b. Submit recommendation for military awards using DA Form 638 (Recommendation for Award) dated Nov 94. All awards will be submitted electronically. This command will not accept any other forms. If recommenders experience problems with AEFSS software, please contact the WRAMC DOIM Help Desk at 356-0231 for assistance.
  - c. For the Legion of Merit or higher, submit the DA Form 638. Leave the achievement blocks blank on the DA Form 638. Submit justification on a separate sheet of paper. This is a one-page narrative expanding on the soldier's performance and service. Type the narrative using a 12-pitch font and double-spacing. Also, submit a proposed citation on an additional page. The proposed citation should be no longer than nine lines, double-spaced, using a 12-pitch font. Blocks 24, 25, and 26 should have the signature blocks of the Brigade Commander, the WRHCS Commander, and the NARMC Commander, respectively. For all retirement awards, recommenders will type the total length of service in the COMMENTS area (block (i)) on the back of the DA Form 638 where the Brigade Commander's signature belongs as the intermediate authority.
4. Individuals assigned to WRAMC who change jobs or relocate to other departments/sections within the hospital may be eligible for an achievement award. Supervisors may provide a "memorandum of continuity" for those individuals who are not. Future supervisors may use this information for the PCS or ETS award recommendation.

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SUBJECT: Recommendations for Award – Policy Memorandum # 23

5. Submit recommendations for Army Achievement Medal (AAM) and Army Commendation Medal (ARCOM) within 60 to 90 days of PCS/ETS. Submit recommendations for Meritorious Service Medal (MSM) and higher within 120 to 180 days in advance of departure. Attach a “memorandum of lateness” signed by a LTC or above for all award recommendations not meeting the required submission time lines.
6. For those individuals not being recognized with an award, the supervisor will submit a memorandum through the Department Chief, through the Company Commander, for the Brigade Commander indicating the individual will not receive an award. Submit this notice no later than 60 days in advance of the individual’s departure.
7. REFERENCES: AR 600-8-22, AR 672-20, and MEDCOM PAM 600-8-22.
8. POC is the Brigade S-1 at 782-8095, the NCOIC at 782-8096, or the Awards Clerk at 782-7705.



ROSALINE CARDARELLI  
COL, MS  
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DEPARTMENT OF THE ARMY  
WALTER REED ARMY MEDICAL CENTER  
6900 GEORGIA AVENUE, N.W.  
WASHINGTON DC 20307-5001



REPLY TO  
ATTENTION OF:

MCHL-MCB

9 July 2004

MEMORANDUM FOR SEE DISTRIBUTION

SUBJECT: Army Physical Fitness Tests (APFT) - Policy Memorandum #24

1. Physical fitness provides a foundation for combat readiness and must be an integral part of every soldier's life. Unit readiness begins with the physical fitness of their soldiers.
2. I expect all soldiers to meet and maintain the fitness standards set forth in AR 350-41 and AR 600-9. Soldiers who are unable to meet these standards may be subject to administrative actions, to include special population physical fitness training and/or fitness for duty evaluation.
3. The semi-annual APFT is administered in April and October. Soldiers needing a "For Record" APFT out of cycle may be tested on the 1<sup>st</sup> & 3<sup>rd</sup> Wednesday of each month. Soldiers with temporary profiles may not eligible for the APFT during the profile or recovery period. They will take the APFT immediately following the ending of the recovery period. Soldiers that have not taken an APFT for more than 12 months due to temporary profiles will have a "Fitness for Duty" evaluation initiated.
4. The uniform for testing is the Physical Fitness Uniform (PFU) with plain white socks. Gray or black spandex with logos may be worn under the PFU shorts for the APFT. Spandex may not be worn during semiannual weigh-ins or during body fat taping.
5. The commander and/or First Sergeant responsible for administering the APFT will conduct a risk assessment and brief all risk countermeasures before each APFT. They will remain at the test site for the entire test. All support personnel must complete the MCB Standardization program prior to assuming their duties as scorers and event supervisors.
6. Direct all questions concerning any portion of this policy to the Brigade Training Officer at 782-0789.

ROSALINE CARDARELLI  
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