

COMMANDER'S
POLICIES

"SOLDIERS FIRST"
"ONE TEAM"



REPLY TO
ATTENTION OF:

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



MCHL-MCB

9 July 2004

MEMORANDUM FOR All Leaders of the Walter Reed Training Brigade

SUBJECT: Command Philosophy

1. **Leading** – Professional leadership is the least you can expect from me. I will provide you the environment you deserve in which you can command, lead, and work. I will endeavor to foster a strong sense of professionalism, camaraderie, and team identification all bound by respect for traditions and the knowledge that military service is a higher calling. I believe the Army Values set the foundation in all we do. Remember Soldiers learn from what they see - leaders set the example. To lead is to serve and leading our Soldiers is a sacred trust.
2. **Training** – An army exists in one of two states: Peace or War. In peacetime, we prepare for war. We are currently at war. We owe our soldiers first rate, realistic, and challenging training. Your actions matter.
3. **Maintaining** – We have the world's best equipment. We are expected to care for and treat it with a high degree of concern. Take care of your equipment. You are accountable.
4. **Combat Readiness** – Soldiers must be prepared in all individual Soldier readiness skills in an expeditionary culture - per the Chief of Staff of the Army "every Soldier is a rifleman".
5. **Caring** – The greatest resource in our Army is people - Soldiers and their families. We must take care of them. I believe in balancing mission, self, family and community. Safety is part of caring. No event, no activity is worth risking the life, limb, or eyesight of one of our soldiers. Risk assessment must be a part of our daily regimen. Caring for your Soldiers means you will provide a safe environment.


ROSALINE CARDARELLI
COL, MS
Commanding



DEPARTMENT OF THE ARMY
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6900 GEORGIA AVENUE, N.W.
WASHINGTON DC 20307-6001



REPLY TO
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MCHL-MCB

9 July 2004

MEMORANDUM FOR All Leaders of the Walter Reed Training Brigade

SUBJECT: Staff Standards

1. **Keep Me Informed:** Information flow is a big challenge. Initially, in the first few weeks, information must stand-alone. Assume I have no background or institutional knowledge. What you consider routine won't be for me.
2. **Decisions:** If you require a decision from me, you must provide me sufficient courses of action, options, and recommendations to consider. These all must be suitable, feasible, and affordable. Be innovative.
3. **Information from subordinates:** Never bother a section for information that you can find in our headquarters. They have enough to do.
4. **Content:** I read for content. It's on you and grammar/spell checker to ensure it is correct.
5. **Do Your Homework:** You are the expert. I expect your information to be accurate.
6. **Coordinate:** Make sure you let your counterpart staff agency know what you are doing. A lot of problems can be solved before they become a major headache.
7. **Meet Your Suspenses:** No exceptions. Someone else is waiting for your input.
8. **Work Friendly:** Keep your sense of humor. Maintain a positive attitude.
9. **Set and Enforce Standards:** Set the example in performance, appearance, conduct, and attitude.
10. **Work Ethic:** Work smart, not long. Assess your priorities and your efficiency.

ROSALINE CARDARELLI
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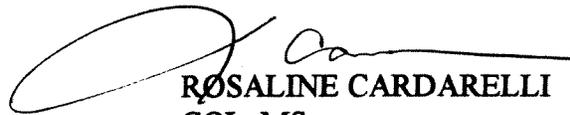
MCHL-MCB

9 July 2004

MEMORANDUM FOR All Leaders of the Walter Reed Training Brigade

SUBJECT: Senior Rater Officer Evaluation Report (OER) Responsibilities

1. One of my primary responsibilities is to evaluate your performance and potential. I take this solemn responsibility very seriously. My responsibility to you is to provide you with a full and honest assessment. You can expect me to be honest and candid.
2. I understand the Army's goal with the DA 67-9 and fully support the concepts of the regulation. I will spend considerable time explaining the process to you. As well, I will fully articulate my philosophy and style when I rate you.
3. One of the essential steps in the OER process is the development of a detailed DA 67-9-1 OER Support Form. The -1 must have a comprehensive Duty Description that stands alone. It must be clear, concise, and understood by all. I encourage you to put great thought and effort into this specific task.
4. Throughout the rating period, I will be spending time with you. I will watch you as you perform your day-to-day duties. I look forward to watching you as you command or lead your staff section. I will provide you with the opportunity to express your verbal and written communicative skills.
5. I strongly encourage you to engage in a two-way exchange of ideas and thoughts on the Army's Officer Efficiency Report system. This is a critical step in your professional development.
6. My solemn responsibility is to develop you as a commander and leader. I take this task very seriously.


ROSALINE CARDARELLI
COL, MS
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9 July 2004

MEMORANDUM FOR All Leaders of the Walter Reed Training Brigade

SUBJECT: Guidelines for Day-to-Day Operations ("How I Do Business")

1. I owe you this document so you understand how I like to do business, how we will conduct day-to-day operations. Most of this philosophy will become obvious as we work together. I wanted to put it in writing so that you will have it readily available. If you don't agree on a point(s), give me a better idea and we'll change it.
2. The purpose of this letter is to ensure that all leaders of this headquarters understand how I do conduct day-to-day business. It is your responsibility to ensure the Soldiers in your units/section have a clear understanding of this document.
3. My daily routine will follow this schedule: TDB (meetings/visits, PT, training, paperwork, e-mail, open door policy, UCMJ, reviews.)
4. I am available 7 days a week, 24 hours a day. The Executive Officer, Command Sergeant Major, or Company Commanders should call me for emergencies.
5. The job of the staff is to support the commander. This affords time to be with Soldiers.
6. I believe strongly in the chain of command. I work through leaders. If I see something wrong, I'll make an on-the-spot correction. I expect Soldiers to "do," and Leaders to "check". Leaders must teach what "right looks like" and teach to standards.
7. Leaders set the example for: appearance, physical fitness, and attitude. Leaders should always look professional and enforce the standards.
8. Keep me informed: email, notes, phone calls, a head in the door are all acceptable. If it's hot, make it verbal. Do NOT assume that I consider email a perfect means of communication. If it is critical, do NOT send it via email. Bad news never gets better with age; hit me with it quick.
9. Information flow is a big challenge. It is imperative that we manage our staff work carefully so that we don't waste precious time over paperwork. Initially (first few weeks), information must stand-alone. Assume I have no background or institutional memory. What you consider routine won't be for me. DO NOT MISS SUSPENSES. If we get an unrealistic suspense, do it and we will fix it later?

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SUBJECT: Guidelines for Day-to-Day Operations ("How I Do Business")

10. I am not impressed by slick *Power Point* briefings. Simple slides with bullet comments are fine. Don't try to impress me with style; it's substance that counts.
11. Don't pose a problem without your honest approach to solving it. Suggest courses of action, recommendations, etc. Don't assume I have all the answers, or that I think my way is the best way. Put your education, expertise, and experience to work.
12. Always respond to my written notes. Do not let time pass and hope I forget – I will not.
13. Establish a routine time to visit Soldiers and the Staff. Also, check sister units. Beg or borrow good ideas.
14. Information must be passed to the lowest level routinely. Schedule sessions following command and staffs, training meetings, to ensure that staff sections all get the word. The Soldiers are happy if they know what's going on.
15. I will support mandatory training.
16. I don't set work hours. You know what has to be done. Don't stay at work because I am still at work. Periodically reward your Soldiers with an early release to be with their families. Let them know why you are rewarding them.
17. I will not tolerate a Zero Defects mentality (except in SAFETY). If you give it your best shot, are honestly trying to the best of your ability and caring for your Soldiers, you are on your way to success.
18. Here are a couple of points that are important with me:
 - a. Treat everyone with dignity and respect.
 - b. I expect honesty and candor in our discussions.
 - c. I expect a legal, moral and ethical climate.
 - d. Perception can become reality to others.
 - e. Tell someone if you feel something is wrong.
19. Commanders, the Command Sergeants Majors, and primary staff, come into the office and sit down, with no salutes coming or going. Soldiers report.

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SUBJECT: Guidelines for Day-to-Day Operations ("How I Do Business")

20. Invite me to award, promotion, and reenlistment ceremonies, to look at work areas and let me know who deserves special recognition.

21. Care for your soldiers, as you would want to be cared for.

22. Soldiers often want to know exactly what the commander wants. Therefore, I offer the following list:

RECOMMEND	DO NOT RECOMMEND
1. Initiative	1. Not supporting Army Values
2. A problem solver	2. Incomplete work
3. Admission of mistakes	3. Laziness
4. Doing things right	4. Passing the buck
5. Standardization	5. Not doing your homework
6. Simplicity	6. Not taking care of Soldiers
7. Neatness in Soldiers and areas	7. Not trying to make a difference
8. Truly taking care of people	8. Messy work areas
9. Ensuring subordinates get credit	9. Taking credit for others work

23. Do not worry about your Efficiency Report. Just do your absolute best and you will do well. Every soldier will be appraised routinely on how he is developing as a soldier and leader.


ROSALINE CARDARELLI
COL, MS
Commanding



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REPLY TO
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MCHL-MCB

9 July 2004

MEMORANDUM FOR All Leaders of the Walter Reed Training Brigade

SUBJECT: Sergeants Business and What I Expect of Sergeants

1. The Sergeant is the Army's most important leader. He/She serves as the first line leader for our Soldiers'; therefore, the Sergeant has greater impact on the Army, on a day-to-day basis, than any other leader. You should be exceptionally proud of this fact. I am.
2. I have great admiration and respect for the awesome challenges you face. You can expect me to support you 100%. Furthermore, you can expect me to encourage you to demonstrate initiative when it comes to training and taking care of Soldiers. I also expect you to train and educate your officers.
3. This short but comprehensive list outlines what I expect of a Sergeant.
 - a. Sergeants KNOW their Soldiers and the content of their character.
 - b. Sergeants know where their Soldiers are during the duty day.
 - c. Sergeants are responsible for their Soldier's training and education.
 - d. Sergeants are responsible for their Soldier's appearance and demeanor.
 - e. Sergeants are responsible for the maintenance, safety, and security of their sections equipment.
 - f. Sergeants enforce standards by their own appearance, attitude, and ability.
 - g. Sergeants live and instill the Army Values daily.
4. I look forward to getting to know you and your soldiers. You have an awesome challenge, you can expect and anticipate my unswerving support.


**ROSALINE CARDARELLI
COL, MS
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MCHL-MCB

9 July 2004

MEMORANDUM FOR All Leaders of the Walter Reed Training Brigade

SUBJECT: Discipline

Discipline is the hallmark of a professional unit. It is the bedrock upon which everything else we do in the Army rests! Leaders are responsible for discipline in their units.

1. Discipline is not one of those things that "just happens" in a unit because we have rules and regulations that govern our conduct. It is a culture that is bred within the unit that extends beyond the expectations of the normal duty day. The American people expect a higher standard from their men and women in uniform, it is our job to ensure their expectations are consistently met!
2. Physical Fitness is a tremendous indicator of personal and unit discipline.
3. Discipline extends beyond the normal duty day and unit area. Off duty discipline is important too.
 - a. Drug and Alcohol abuse is prejudicial to good order and discipline.
 - b. Sexual misconduct it is absolutely intolerable.
4. A disciplined unit has a habit of doing everything well. Indicators of discipline include: minimal Blotter reports, PT, soldier motivation, military courtesy--to name but a few. I have highlighted a few areas, which I deem to be critically important for our focus as leaders. My list only scratches the surface. I encourage you to be creative and active with regard to your focus on instilling discipline within your individual units, leaders and soldiers.
5. Disciplined professionals ensure safe training in peacetime, and victory in war. Leaders who truly care for soldiers make discipline a top priority in their unit.


ROSALINE CARDARELLI
COL, MS
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MCHL-MCB

SEP 2 2004

MEMORANDUM FOR MEDICAL CENTER BRIGADE

SUBJECT: Alcohol Consumption

1. References:

- a. AR 600-85, paras 1-33 and 1-34.
- b. AR 215-1, paras 7-7, 7-8, 7-9 and 7-14.
- c. D.C. Code Section 25-1002.

2. This memorandum is intended to reinforce and clarify Army policy on alcohol consumption:

- a. Alcohol may be consumed only in authorized/designated locations.
- b. It may not be consumed during duty hours. For Soldiers not otherwise on a shift schedule, duty hours are 0630-1630.
- c. Military personnel on duty will not have a blood alcohol level equal to or greater than .05 grams of alcohol per 100 milliliters of blood.
- d. Alcohol consumption by personnel under the age of 21 is prohibited.
- e. Exceptions may be granted by the installation commander only for appropriate occasions and ceremonies.
- f. Violation of these provisions provide a basis for disciplinary action under the UCMJ.


ROSALINE CARDARELLI
COL, MS
Commanding



DEPARTMENT OF THE ARMY
HEADQUARTERS, U.S. ARMY GARRISON
WALTER REED ARMY MEDICAL CENTER
6900 GEORGIA AVE NW
WASHINGTON DC 20307-5001



MCWR- GC

September 10, 2004

MEMORANDUM FOR SEE DISTRIBUTION

SUBJECT: Commander's Policy on Consumption of Alcoholic Beverages in Public Areas of the Mologne House Property (04-33)

1. **Purpose:** To provide guidance on the consumption of alcoholic beverages in the public areas in and around the Mologne House Hotel.
2. **Policy:** The only authorized public areas where alcoholic beverages may be consumed are as follows: The Mologne House Lounge, the breezeway area, and the picnic benches behind the hotel. No alcoholic beverages are permitted in the lobby or front entrance of the hotel. No large bottles (500ML or bigger) of spirits (40 proof or higher) in public areas.

Alcohol may be consumed in the approved public areas:

 - a. 1630hrs to 2200hrs Sunday through Thursday
 - b. 1630hrs to 2300hrs Friday and Saturday
3. **Procedures:**
 - a. Any employee noticing an infraction of this policy should report it immediately to their supervisor or manager on duty.
 - b. The supervisor or manager on duty will inform the guest of the policy and ask the guest to move to one of the designated areas for consuming alcoholic beverages.
 - c. Should the guest not comply with this policy, the manger on duty will call the Provost Marshal.
4. **Responsibility:** This policy may be changed from time to time by a recommendation of the General Manager with final approval of the Garrison Commander.


Jeffrey W. Davies
Colonel, U.S. Army
Garrison Commander

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REPLY TO
ATTENTION OF:

MCHL-MCB

26 August 2004

MEMORANDUM FOR SEE DISTRIBUTION

SUBJECT: Building 11 - Policy Memorandum

1. Your leadership team is committed to providing a safe, secure and healthy living environment for all Soldiers living in Building 11. To do this, soldiers must adhere to this policy memorandum. Failure to follow this policy may result in revocation of privileges, corrective training or even subject soldiers to provisions of UCMJ. If a Soldier moves during the night and is assigned a room, by the SDNCOIC he/she needs to report to Brigade (BDE) S4 located in building 14, second Floor Room 2020 the following morning no later than 0900 to receive a key to the room. Swapping of rooms is unauthorized without the permission of the BDE S4. Keys must be turned in for the room to be considered cleared, and to avoid possible statement of charges. The soldier has 15 days to locate a permanent place to stay. On the 10th day the Soldier should have BAH started and a place identified to stay. If the Soldier is having a problem with finding a place to stay on this day, they need to inform their first sergeant (1SG) as soon as possible, who will coordinate with the BDE S4 for more time. First Sergeant's are responsible for ensuring the room is cleaned. A thorough inspection of the room will be conducted before the soldier can be cleared of the room. Unannounced inspections will be conducted by 1SG's once a week to ensure rooms are maintained, cleaned, and to standards. Soldiers must maintain the government issued furniture assigned to the room. A statement of charges will be issued to Soldiers, if there is damage to government property, to include door and bathroom locks. Linen will be issued to the Soldier. Linen must be turned back in to the BDE S4 for the Soldier to clear the room.

2. Direct all questions or comments concerning any portion of this policy to the Brigade S4 at (202) 782-3225.

ROSALINE CARDARELLI
Colonel, MS
Commanding

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REPLY TO
ATTENTION OF

7 October 2004

MCHL-MCB

MEMORANDUM FOR SEE DISTRIBUTION

SUBJECT: Privately Owned Vehicle (POV) Safety Inspections

1. REFERENCES:

- a. AR 385-10, Army Safety Program
- b. AR 385-40, Accident Reporting and Records
- c. AR 385-55, Prevention of Motor Vehicle Accidents

2. PURPOSE: To establish standards and procedures on conducting POV Inspections

3. APPLICABILITY: This policy applies to all personnel assigned or attached to Walter Reed Medical Center Brigade.

4. GENERAL: POV accidents are the #1 killer of soldiers. Commander and supervisor involvement is paramount in preventing serious injury and the tragic and needless loss of life that occur from POV accidents. Proactive, hands-on leadership at all levels is imperative, particularly at the first-line supervisor level.

5. POLICY:

a. Company Commanders will ensure that safety briefings are conducted prior to long weekends (3-4 day) and holidays. Commanders can delegate this responsibility to an identified department representative, i.e. NCOIC.

b. Vehicle inspections will be conducted prior to all leaves, passes, 3-4 day weekends and holidays using the approved POV Inspection Checklist. (see enclosure) First-line supervisors will conduct POV inspections for soldiers in the ranks of E-6 and below. Soldiers in the ranks of E-7 and above have the responsibility to conduct their own POV inspection and provide the company a copy of the inspections.

c. No soldier will be allowed to depart for a long weekend, pass or holiday without a current POV inspection on file. Company Commanders will verify with designated department representatives that the POV inspections did occur and checklists are being maintained at the department level. Command Commanders are advised to do spot checks on their departments to ensure the inspections are occurring and documentation is being maintained.

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SUBJECT: Privately Owned Vehicle (POV) Safety Inspections

d. If safety deficiencies are determined, the soldier will not be released until deficiencies are corrected. It is recommended that safety inspections are performed at least 3 days prior to the start of leave, pass, long weekend or holiday. Therefore, if any deficiencies are noted, soldier is allotted time to correct the deficiency. Commanders will also pay close attention to driver's license and insurance validity. Soldiers without a current driver's license or current insurance will be ordered not to drive until a valid status is maintained.

6. Point of contact for this policy is the Brigade Safety Officer at 782-8095.



ROSALINE CARDARELLI
COL, MS
Commanding

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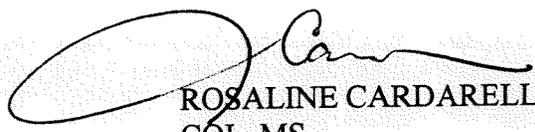
MCHL-MCB

25 October 2004

MEMORANDUM FOR SEE DISTRIBUTION

SUBJECT: Soldiers Talking with the Media

1. The Walter Reed Public Affairs Office coordinates all media visits to Walter Reed Army Medical Center. All media representatives must have a Public Affairs escort while they are on the installation.
2. Soldiers assigned to Walter Reed Army Medical Center are free to grant interviews to members of the news media. However, Soldiers may not invite media representatives to visit them in an official capacity on the installation (that is, to arrange or conduct interviews, take pictures or shoot video) without advance clearance from the Public Affairs office at (202) 782-7177.
3. Soldiers who are approached by media representatives asking for an interview should refer the media to Public Affairs. If the soldier prefers to grant the interview without a Public Affairs escort, the interview must take place outside the installation.
4. The decision to give an interview to the news media is one that rests with the individual Soldier, who is always free to refuse for any reason.
5. Point of contact is the Walter Reed Public Affairs Office at 782-7177.


ROSALINE CARDARELLI
COL, MS
Commanding

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BRIGADE
POLICY LETTERS
&
DUTY APPOINTMENTS



DEPARTMENT OF THE ARMY
WALTER REED ARMY MEDICAL CENTER
6900 GEORGIA AVENUE, N.W.
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REPLY TO
ATTENTION OF:

MCHL-MCB

17 February 2005

MEMORANDUM FOR SEE DISTRIBUTION

SUBJECT: Medical Center Brigade (MCB) Policy Letters

1. Attached are the current MCB Policy Letters (1 through 30). These policy letters will be posted on unit bulletin boards and briefed to incoming personnel upon their arrival.
2. All previous policy letters are superseded.

ROSALINE CARDARELLI
Colonel, MS
Commanding

Encls

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