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



REPLY TO  
ATTENTION OF:

MCHL-MCB

9 July 2004

MEMORANDUM FOR SEE DISTRIBUTION

SUBJECT: Alcoholic Beverages - Policy Memorandum #1

1. Soldiers of this command will not:
  - a. Have alcohol in their system or on their breath during duty hours.
  - b. Consume alcoholic beverages prior to end of duty day.
  - c. Serve alcohol during duty hours at command functions, luncheons or meetings.
  - d. Consume alcoholic beverages or have open containers of alcohol as an operator or passenger in a military vehicle, or a privately owned vehicle on the installation.
  - e. Consume alcoholic beverages on any road, street alley, parking lot, other roadway, or outside any building except in areas designated for consumption of alcohol.
  - f. Purchase or provide alcoholic beverages to personnel under 21 years of age.
  - g. Operate a motor vehicle while intoxicated.
2. Soldiers may have or consume alcohol if they are 21 years of age, subject to the restrictions above.
3. Direct all questions or comments concerning any portion of this policy to the Brigade Safety Administrator at 782-0809.

ROSALINE CARDARELLI  
Colonel, MS  
Commanding

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MEMORANDUM FOR SEE DISTRIBUTION

SUBJECT: Safety - Policy Memorandum #2

1. Safe operations ensure mission accomplishment and preserve the force. Without the force, the mission will fail. Safe practices are the most effective means we have available to preserve our force.
2. Commanders are Safety Officers for their unit and I am the Safety Officer of the brigade. I am certainly aware of my responsibilities for establishing a safe working environment within this organization. The Brigade Safety Administrator assists me in implementing the goals and requirements of the Safety Program. All units will appoint a Staff Sergeant or above on orders to serve as their unit's collateral duty Safety Administrator. However, all soldiers of the unit are responsible for being extremely safety conscious and promoting safety through education, constant vigilance and prevention. Your support in the unit's safety program ensures its success. I am asking you for total involvement in making it work.
3. The success of our program requires that everything we do in this unit is proper, correct "by-the-book", and within applicable standards – every time. It requires individuals to commit to following safe operating practices all the time, without exception. Safety issues require constant vigilance by everyone. I will not tolerate unsafe acts or conditions, regardless of the situation. Leaders must establish standing "Risk Assessment" for all work areas. Update your assessment every time the conditions change. Also, conduct "Risk Assessments" prior to all training events. Inform me immediately of any training events where the residual risk is medium or higher. I believe that most properly planned tasks can be done safely and effectively within the capability of their people and equipment. Never walk past a safety violation.
4. Direct all questions or comments concerning any portion of this policy to the Brigade Safety Administrator at 782-0809.

  
ROSALINE CARDARELLI  
Colonel, MS  
Commanding

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9 July 2004

MEMORANDUM FOR SEE DISTRIBUTION

SUBJECT: Hazing - Policy Memorandum #3

1. Hazing is inconsistent with acceptable soldier conduct. I will deal with all incidents involving hazing swiftly. Hazing is prejudicial to good order and discipline in the ranks and has an extremely negative effect on soldier's morale and esprit de corps.
2. Hazing comes in many different forms. It commonly manifests itself in initiation rituals and "rites of passage" ceremonies during which soldiers may be physically, verbally, and mentally abused in order to "welcome" them into their new unit. Hazing is any form of physical, mental, or verbal abuse of a soldier that harms or ridicules a soldier in front their peers or in private, regardless of the original intention. Hazing is absolutely forbidden as a method to "counsel" a soldier for substandard performance. Any soldier taking part in, abetting, or concealing evidence of such actions subjects themselves to the provisions of the Uniform Code of Military Justice.
3. I encourage all soldiers to report incidents of hazing through their chain of command directly to their unit commander or myself under the "open-door-policy." It is always a soldier's right to utilize outside agencies such as the inspector general and the chaplain's office, but I prefer to have soldiers resolve incident at the lowest level possible.
4. Performance counseling is a critical aspect of a supervisor's duty. My intent is not to restrict or hinder the ability of supervisors to counsel their subordinates with reasonable, accepted means of verbal or written counseling.
5. Direct all questions concerning any portion of this policy to the Brigade Adjutant or me at 782-8095.

  
ROSALINE CARDARELLI  
Colonel, MS  
Commanding

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9 July 2004

MEMORANDUM FOR SEE DISTRIBUTION

SUBJECT: Bank of America Government Travel Credit Card - Policy Memorandum #4

1. This memorandum defines the purpose of Bank of America Government Travel Credit Card and reminds all cardholders that any misuse is unacceptable.
2. Effective 31 December 1999, it is mandatory that all soldiers utilize the Government Travel Credit Card for travel-related expenses. This program is only for official travel and official travel related expense away from WRAMC. While on TDY, away from WRAMC, you will use the card to pay for lodging, meals, and other incidental fees associated with TDY. Use DA form 3953 (Small Purchase Request), initiated by the S4, to pay registration fees when not on TDY.
3. You will not use the Government Travel Credit Card to incur charges for any other purpose except official business. You can make cash advances immediately prior to or during trips. You can use the card to obtain cash for scheduled TDY only. No other person will use the card issued to you for any reason.
4. All official expenses charged on the government travel card must be annotated in Block 1 in the Split Disbursement box of DD 1351-2, Jul 2002 when submitting for travel reimbursement. Failure to have this information on the TDY orders and not following the directive when submitting the travel voucher will result in the TDY approval being incomplete and/or cause the voucher to be returned.
5. Violations of any of the rules established by this policy or the agreement signed when applying for the Government Travel Credit Card will result in restriction of privileges and may result in disciplinary action under UCMJ.
6. Direct all questions and comments concerning this policy to the Brigade S4 at 782-3267.

  
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Colonel, MS  
Commanding

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9 July 2004

MEMORANDUM FOR SEE DISTRIBUTION

SUBJECT: Fraternalization - Policy Memorandum #5

1. I will not tolerate fraternization between members of this command. It is prejudicial to good order and discipline.
2. Fraternalization comes in many forms. If serious enough, it may result in criminal prosecution. In general, fraternization involves personal relationship of soldiers of different ranks regardless of unit of assignment. If such a relationship involves or ever gives the appearance of partiality, preferential treatment or the improper use of rank or position for personal gain, chances are fraternization exists.
3. Officers and enlisted soldiers will not gamble or have ongoing business relationships together. All soldiers of different ranks will not date, share living accommodations other than those directed by operational requirements, or have intimate or sexual relationships with each other. All personal relationships between students and permanent party personnel are prohibited.
4. Direct any questions or concerns to your chain of command before a serious incident occurs.

ROSALINE CARDARELLI  
Colonel, MS  
Commanding

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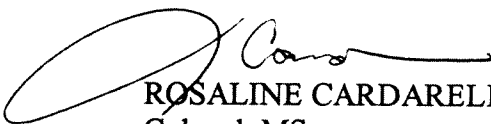
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9 July 2004

MEMORANDUM FOR SEE DISTRIBUTION

SUBJECT: Off-duty Employment - Policy Memorandum #6

1. Soldiers will not engage in off-duty employment for pay or volunteer service without receiving written approval from their unit commander. Requests for approval of off-duty employment will not be approved when any of the following apply:
  - a. The employment interferes or is incompatible with the performance of official duties or creates an actual or apparent conflict of interest with official duties or can reasonably be expected to bring discredit upon the U.S. Government.
  - b. The employment results in the soldier using their military title, position, or military address in connection with any commercial enterprise or endorsement of any commercial product.
  - c. The employment results in the soldier engaging in commercial solicitation of the installation for the sale of commodities to another soldier or results in the soldier soliciting soldiers who are junior in rank or position.
2. Soldiers involved in off-duty employment should not sign any waiver of rights for an employer or agree to any employment settlement in case of an injury sustained in conjunction with that off-duty employment, as the Government has the right to recover the cost of medical care from the soldier's employer.
3. Violation of this policy may be the basis for disciplinary action under the UCMJ. Direct all questions or comments concerning any portion of this policy to the Adjutant at 782-8095.

  
ROSALINE CARDARELLI  
Colonel, MS  
Commanding

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REPLY TO  
ATTENTION OF:

MCHL-MCB

21 October 2004

MEMORANDUM FOR SEE DISTRIBUTION

SUBJECT: Leave and Permissive Temporary Duty (PTDY) Procedures, **CHANGE #2**, Policy Memorandum #7

1. Reference AR 600-8-10.
2. Soldiers earn 30 days of annual leave each year. Personnel should take full advantage of this benefit by scheduling leave so as not to coincide with a major training event and by managing their schedules so as not to lose leave at the end of the fiscal year. Manage requests for advanced leave on a case-by-case basis. If approved, the amount of advanced leave granted cannot exceed the ETS leave balance amount.
3. The Brigade Commander has delegated approval authority for all PTDYs, leaves over 30 days, and all OCONUS leave to the Brigade Executive Officer. Block 13 on the DA Form 31 should read as follows: Kenneth R. Horne,LTC,MS,DPY CDR. (no spaces).
4. Company Commanders are authorized to sign all leaves under 30 days, to include PCS and transition leaves. Company commanders are NOT authorized to sign any OCONUS leaves. OCONUS leave includes all U.S. Territories, Hawaii and Alaska.
5. Submit requests for regular leave over 30 days and OCONUS leave through the supervisory channels to the Brigade Executive Officer for approval. Approved requests for OCONUS leave should arrive at the S1 NLT 14 days prior to the effective date. All other stateside leave requests greater than 30 days should arrive at the Brigade S1 NLT 7 days prior to the effective date. Any OCONUS leaves request received after the 14 day requirement or any stateside leave request received after the 7 day requirement will be hand-carried by the Company Commander or Company First Sergeant for approval. All OCONUS leaves should go through the Hospital Executive Officer prior to arriving at the Brigade.
6. A Leave and Earning's Statement (LES) is required to be attached to all leaves greater than 30 days.
7. PTDY is a non-chargeable absence and is an authorization, not an entitlement. The maximum absence authorized for PTDY is 10 days, except for transitional PTDY. The Brigade Commander has delegated approval authority for PTDY to the Brigade Executive Officer. Soldiers will submit a DA Form 31 with the first-line supervisor's approval in block #12. Those individuals taking PTDY to attend conferences and meetings must also have the signatures of the respective Deputy

MCHL-MCB

SUBJECT: Leaves and Permissive Temporary Duty (PTDY) Procedures - Policy Memorandum #7  
CHANGE #2


Commander on the DA 31. Block #17 (Remarks) must have the statement as directed in AR 600-8-10, Leaves and Passes:

**“I understand that this absence is not directed by any official of the U.S. Government. I further understand that I cannot conduct public business under this authorization. Accordingly, I will not be entitled to reimbursement for travel, per diem, or any other expenses. I understand that I have the right to cancel it at any time and return to my regular place of duty.”**

Soldiers requesting PTDY must state the reason for the request. Soldiers granted PTDY for the purpose of departing on transition may take the PTDY in a series of trips. However, soldiers must complete a duty day between the two series of trips. Soldiers may call the AOD/AAOD to sign in and sign out for PTDY when taken in series. Unit Commanders will sign in block #17 (Remarks) and state the purpose of the PTDY. All soldiers will have the approved DA 31 in their possession prior to departure. Units will forward the DA Form 31 request to the approval authority.

8. Each soldier regardless of rank will ensure that he/she is not scheduled for duty during the leave period and will verify this fact with the appropriate duty roster manager.

9. Direct all questions concerning any portion of this policy to the Brigade Adjutant at 782-8095.

  
ROSALINE CARDARELLI  
COL, MS  
Commanding

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9 July 2004

MEMORANDUM FOR SEE DISTRIBUTION

SUBJECT: Pass Procedures - Policy Memorandum #8

1. Reference: AR 600-8-10.

2. Passes are a privilege earned by performance or achievement.

a. Types of passes include:

(1) Regular: This pass will not exceed 72 hours in length except for public holiday, weekends/periods. Normally begins on Friday afternoon and ends on the following Monday morning.

(2) Special 3-day pass (64-72 hours): This pass must include at least one duty day. Normally begins on a given afternoon and ends on the morning of the third day.

(3) A Special pass may not be in conjunction with leave or extended by combining with public holidays or other off-duty hours to exceed 72 or 96 hours.

(4) Special 4-day pass (96 hours): This pass must include at least two consecutive non-duty days. Normally begins on a given afternoon and ends on the morning of the fourth day.

(5) The Mileage Pass requirement is a local policy. The mileage will not exceed 250 miles each way. A mileage pass is not required if a soldier travels less than 250 miles from the National Capital Region (NCR), although it is recommended that all personnel ensure that they are reachable 24 hours a day/7 days a week in case of emergency. As a general rule, all personnel should ensure that they are reachable by their supervisor, particularly if out of the NCR.

b. Passes may not be taken in succession with any other pass or used in a series, through reissue, immediately after return to duty.

c. The Unit Commander is the approval authority for passes.

d. Submit a DA Form 31 for all travel outside of a 250-mile radius. All soldiers will have the approved DA 31 in their possession prior to departure.

MCHL-MCB

SUBJECT: Pass Procedures - Policy Memorandum #8

3. Direct all questions concerning any portion of this policy to the Brigade Adjutant at 782-8095.



ROSALINE CARDARELLI  
Colonel, MS  
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REPLY TO  
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9 July 2004

MEMORANDUM FOR SEE DISTRIBUTION

SUBJECT: Sponsorship - Policy Memorandum #9

1. AR 612-11 (The Army Sponsorship Program) provides the basis for all assigned duties and responsibilities related to in and out sponsorship. In general, inbound and outbound soldiers and their sponsors will have the maximum time allowable to accomplish sponsorship and in and out processing. Sponsorship training is available for newly appointed sponsors by the installation's Army Community Service Center.

2. Inbound Personnel.

a. Upon receiving notification of an inbound soldier, the S1 section will coordinate with the Command Sergeant Major for appropriate unit placement of enlisted soldiers and the Executive Officer for the placement of officers. The S1 will notify the gaining unit's 1SG. The 1SG will coordinate with the gaining department or section to appoint a sponsor. The sponsor should be of equal to or greater rank to the inbound soldier. If possible, appoint married sponsors to inbound married soldiers.

b. Sponsors will contact the inbound soldier by telephone or letter within two weeks of notification.

c. Inbound enlisted soldiers will receive a "Welcome Letter" from the Command Sergeant Major and a "Welcome Packet" from the sponsor. For inbound officers, the "Welcome Letter" is from the Brigade Commander.

d. All newly assigned soldiers will attend the newcomers' brief and the installation central in-processing brief within 60 days of arrival. The unit commander will ensure that newly assigned soldiers are familiar with all unit policies as part of the in-processing procedure.

e. Newly assigned soldiers must complete all permissive TDY and in-processing requirements within 30 days of arrival. The only exception is attendance to the newcomer's brief.

MCHL-MCB

SUBJECT: Sponsorship - Policy Memorandum #9

3. Direct all questions or comments concerning this policy to the Adjutant at 782-8095.



ROSALINE CARDARELLI  
Colonel, MS  
Commanding

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9 July 2004

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MEMORANDUM FOR SEE DISTRIBUTION

SUBJECT: Article 15 Authority - Policy Memorandum #10

1. I hereby withhold the exercise of authority by subordinate commanders under Article 15, Uniform Code of Military Justice (UCMJ) IAW AR 27-10, Para 3-7c and the Manual for Courts-Martial (MXM) Para 5-2a, for the following offenses:
  - a. Wrongful possession, use, manufacture, distribution or importation of controlled substances, i.e., cocaine, LSD, marijuana, amphetamines, etc., regardless of rank.
  - b. All incidents of driving while intoxicated (DWI) or driving under the influence of alcohol (DUI).
  - c. All reports of misconduct by personnel in the rank of SSG and above.
  - d. Alleged government credit card abuse involving gross delinquency.
  - e. Incidents which result in serious injury of a victim by a soldier.
2. This policy does not preclude or inhibit subordinate unit commanders from requesting jurisdiction in those types of cases mentioned above on a case-by-case basis.
3. Direct all questions concerning any portion of this policy to the Brigade Executive Officer or me at 782-0809.

  
ROSALINE CARDARELLI  
Colonel, MS  
Commanding

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REPLY TO  
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9 July 2004

MEMORANDUM FOR SEE DISTRIBUTION

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

1. Purpose: This memorandum establishes criteria for the Retention Incentive Awards Program, and encourages "overproduction" in the Regular Army (RA), and Reserve Components (RC) categories of the assigned retention mission.
2. Applicability: This program applies to all units within the Walter Reed Army Medical Center: Retention is a responsibility of every Officer and Noncommissioned Officer in the Medical Center Brigade. Every soldier who meets the eligibility requirements is to be both encouraged and provided the opportunity to reenlist into the Active Component or transition into the Reserves. Each unit within Walter Reed Army Medical Center will establish an incentive program which will:
  - a. Recognize soldiers who reenlist, extend under the BEAR Program, Special programs like Green to Gold, AMEDD Commissioning or enlist/transfer and accept an assignment into a Reserve Component unit.
  - b. Give special recognition to units, and retention personnel who demonstrate understanding and Total Army Retention Program Support, through superior achievement of the assigned retention mission.
3. Criteria: All units who achieve 100% of the Department of the Army goals (or higher) in Initial Term, Mid-Career, FY ETS and Reserve Component missions will receive special recognition.
4. Incentives are established as follows:
  - a. All soldiers will receive the remainder of the day off, a four day pass to be taken within 60 days and thirty days exemption from the company and brigade duty rosters after reenlistment, extension for the BEAR Program, Army Special programs like Green to Gold, AMEDD.