DEPARTMENT OF THE ARMY
UNITED STATES ARMY STUDENT DETACHMENT
5450 STROM THURMOND BOULEVARD ROOM 244
FORT JACKSON, SOUTH CAROLINA 29207

ATZJ-DBI-SD 8 December 2015

MEMORANDUM FOR RECORD

SUBJECT: Policy Memorandum #1 - **Commander's Command Philosophy**

1. This memorandum briefly summarizes my Command Philosophy as Commander of the U.S Army Student Detachment. This philosophy will provide all Soldiers and Civilians with a good initial insight to what I believe are important principles for a successful organization. I consider these four principles as the key to our mission success – must have an "**effective**" leadership presence, build teamwork, establish open communication, and takes care of Soldiers, Civilians and their Families.

2. **Vision.** My vision for this organization is to be a winning team; a cohesive band of competent, disciplined and motivated Soldiers and Civilians who possess the skill, the will and the teamwork to accomplish our mission.

3. **Leadership.** An "**effective**" leadership presence is an essential component to our success as an organization. I believe good leaders exhibit the following:

a. Takes care of people.

b. Set the example of how the team should think and act because their subordinates are watching to model their behavior.

c. Know their people – keep them informed, sensitive to their needs, and make their lives as predictable as possible.

d. Develop their subordinates, military and civilian, so that they will be ready to lead others with high quality, effective leadership skills.

e. Never ask their Soldiers or civilian employees to do anything they are not willing to do themselves.

f. Set the example in military bearing – weight, uniform, physical fitness, or civilian professional appearance.

g. Live the Army values – Honor, Integrity, Courage, Loyalty, Respect, Selfless Service, and Duty.

h. Innovative and receptive to new ideas.

i. Support unit functions and activities and maintain Army and USASD customs and traditions.

j. Reward individuals for going above and beyond.

k. Work hard, but remember to have fun too.

4. **Teamwork.** Soldiers and Civilians working together as a team is the strength of our organization. Share ideas and best practices. The best ideas come from the bottom-up with free exchange of opinions and recommendations. Good solutions have very little to do with rank. Our technical and tactical skills, coupled with our physical, mental, and spiritual well-being is critical to our ability to accomplish our mission. We as an organization will capitalize on each other's strengths and work as a team – **No Exception!**

5. **Communication.** One key to effectiveness is frequent and open communication. Setting the example in both our words and deeds underwrites clear communication. Never hide information, especially if it is bad. Small problems are easier to fix than big problems. I will have an "**active**" open door policy.

6. **Soldier, Civilian and Family Care.** We care for our Soldiers and Civilians through counseling, training, providing a healthy work environment, and caring for their professional growth. We will ensure every Soldier has adequate time to take care of themselves and their Family needs. When Family needs have been addressed, Soldiers will focus their efforts at work on doing their very best to ensure the team wins. A **Family problem** is a **unit problem!**

7. **What You Can Expect From Me**. You will find that I am a commander that trusts and believes in people. I will strive to create an environment for professional and personal development and serve you in any capacity that I can. I will maintain a highly visible presence. I will set high expectations, provide you with clear guidance, and the resources you need to accomplish the mission. Those who are innovative and diligent will gain my confidence. I am looking forward to serving with each and every one of you – **Victory Starts Here!**

8. Point of contact for this memorandum is the undersigned at (803) 751-5305.

E. VICTORIA NIETO
CPT, AG
Commanding

DEPARTMENT OF THE ARMY
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ATZJ-DBI-SD 8 December 2015

MEMORANDUM FOR All personnel permanently assigned to the United States Army Student Detachment (USASD)

SUBJECT: Policy Memorandum #2 – **Commander's Open Door Policy**

1. References:

   a. AR 600-20, Army Command Policy, dated 6 November 2014.

   b. This memorandum supersedes all previous versions of Policy Memorandum #2.

2. This policy is applicable to all military and civilian personnel assigned to the USASD.

3. USASD open door policy allows members of the command to present facts, concerns, and problems of a personal or professional nature or other issues that the member has been unable to resolve.

4. The morale, welfare, and discipline of a unit are the responsibility of the First Sergeant and Commander. It is the duty of this chain of command to resolve the difficulties and/or problems, both personal and professional, of every individual Soldier, DA Civilian, Student and Leader in the unit. I encourage subordinate leaders to solve issues and problems at the lowest level.

5. **When your chain of command and the First Sergeant cannot resolve your problem or you cannot discuss it with them, first, inform your chain of command that you would like to see the Commander, and then address the problem with me. While my door is always open, I expect that you give our section leaders the opportunity to either resolve your issue on their own or enlist the assistance of the 1SG if resolution is beyond their expertise. If the issue cannot be resolved with the 1SG's assistance or if you feel that the issue is too sensitive to discuss with our NCO/ Civilian chain, please inform them that you would like to exercise my open door policy, and then address the issue with me.**

6. Our team is dedicated to providing a supportive, cohesive environment for all of our Soldiers, DA Civilians, Students and Leaders. A cooperative spirit and open communication will help us to achieve this intent.

7. The point of contact for this memorandum is the USASD Operations NCOIC at (803) 751-3795.

E. VICTORIA NIETO
CPT, AG
Commanding

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UNITED STATES ARMY STUDENT DETACHMENT
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ATZJ-DBI-SD 8 December 2015

MEMORANDUM FOR All personnel permanently assigned to the United States Army Student Detachment (USASD)

SUBJECT: Policy Memorandum #3 – **Equal Opportunity (EO) and Equal Employment Opportunity (EEO)**

1. References:

a. AR 600-20, Army Command Policy, dated 6 November 2014.

b. AR 690-12, Equal Employment Opportunity and Affirmative Action, dated 4 March 1988.

c. AR 690-600, Equal Employment Opportunity Discrimination Complaints, dated 9 February 2004.

d. This memorandum supersedes all previous versions of Policy Memorandum #3.

2. The idea of human equality is fundamental to the existence of our democracy. The Army thrives on the diversity of its people.

3. The USASD is fully committed to supporting the EO and EEO program and its goals. Every Soldier, Family member and DA Civilian employee will be treated fairly, with dignity and respect and provided an environment free of unlawful discrimination and offensive behavior. Within the EO and EEO arena, it is the responsibility of leaders and subordinates to promote equality and to eliminate preferential treatment. To achieve a work force representative of this nation's diversity, leaders must ensure that equality and treatment are appropriate, fair, and based upon merit.

4. This policy is simple; no one will be subjected to discrimination, unfair treatment, or harassment of any nature. As the Commander, I insist on nothing less than equitable treatment based solely on merit, fitness, and capability without regard to race, color, religious creed, national origin, ancestry, ethnicity, gender, age, veteran status, marital status or physical challenges. Corrective action will be taken in the case of any violation of this policy.

5. The EO and EEO program serves as the cornerstone of military management programs. The concept of EO and EEO is inherent to good personnel management

practices and must be an integral part of day-to-day Soldier/employee relations. This responsibility is extended to every leader, manager, supervisor, military and civilian employee throughout the USASD student population all permanent party. Individuals in this command that feel they have been discriminated against may bring it to the attention of their chain of command, the Equal Opportunity Staff, the 1SG or myself.

6. Maintaining an atmosphere of trust and equality opportunity are essential components to the teamwork necessary to accomplish USASD's worldwide mission. USASD personnel are required to attend quarterly EO training.

7. The point of contact for this memorandum is the USASD Operations NCOIC at (803) 751-3795.

E. VICTORIA NIETO
CPT, AG
Commanding

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ATZJ-DBI-SD 8 December 2015

MEMORANDUM FOR All personnel permanently assigned to the United States Army Student Detachment (USASD)

SUBJECT: Policy Memorandum #4 – **Sexual Harassment/Assault Response and Prevention (SHARP).**

1. References:

a. AR 600-20, Army Command Policy, dated 6 November 2014.

b. AR 690-12, Equal Employment Opportunity and Affirmative Action, dated 4 March 1988.

c. AR 690-600, Equal Employment Opportunity Discrimination Complaints, dated 9 February 2004.

d. ALARACT 123/2011, Mandatory Unit Sexual Harassment/Assault Response and Prevention (SHARP) Training.

e. This memorandum supersedes all previous versions of Policy Memorandum #4.

2. The Army's Sexual Harassment/Assault Response and Prevention (SHARP) program exists so that the Army can prevent incidents of sexual harassment and sexual assault before they occur. The SHARP program's mission is to promote an Army culture and command climate that ensures adherence to the Army Values and ensures that every Army team member will be treated with dignity and respect at all times and in all circumstances. Every Soldier, DA Civilian, and Family member serves and supports the Army and the Nation; they deserve no less.

3. The policy of the Army is that acts of sexual harassment are unacceptable and will not be tolerated. Sexual assault is a criminal offense that has no place in the Army. It degrades mission readiness by devastating the Army's ability to work effectively as a team. Army leadership at all levels will be committed to creating and sustaining an environment conducive to maximum productivity and respect for human dignity. The Army bases its success on mission accomplishment. Successful mission accomplishment can be achieved only in an environment free of sexual harassment for all personnel.

ATZJ-DBI-SD
SUBJECT: Policy Memorandum #4 – **Sexual Harassment/Assault Response and Prevention.**

4. By law, sexual harassment is defined as unwelcome sexual advances, requests for sexual favors, and other verbal and physical conduct of a sexual nature which is used as a basis for career or employment decisions or when it results in a working environment that is hostile, offensive or intimidating, or so negative that it affects a Soldier or employee's ability to do his or her job. Sexual Assault is intentional sexual contact characterized by the use of force, threats, intimidation, or abuse of authority or when the victim does not or cannot consent. Individuals engaging in or conducting sexual harassment/assault will be disciplined under the Uniform Code of Military Justice (UCMJ).

5. Any person in a supervisory or command position who condones any form of sexual behavior to control, influence, or affect the career, pay, or job of a Military member or Department of the Army (DA) Civilian employee is engaging in sexual harassment. Similarly, any Military member or DA Civilian employee who makes deliberate or repeated unwelcome verbal comments, gestures, or physical contact of a sexual nature in the workplace is also engaging in sexual harassment.

6. Soldiers and DA Civilians who have been sexually harassed have an obligation to make it clear that such behavior is unwelcome and offensive. This Command expects the commitment of each individual to establish and maintain a work environment free of sexual harassment for all personnel, whether civilian or military. Everyone must do what is right legally and morally – every day.

7. Proactive efforts are needed to prevent sexual harassment. In accordance with Army regulations and policy, all permanent party will attend and successfully complete required training in SHARP. It is the responsibility of all leaders, military and DA civilian, to examine allegations of sexual harassment and take necessary action to ensure that these matters are addressed swiftly, fairly, and effectively.

8. The commitment of all USASD Military and DA Civilians to prevent sexual harassment and all forms of sexual discrimination will ensure that this Command maintains the highest level of professional behavior and courtesy that marks USASD's commitment to excellence.

9. The point of contact for this memorandum is the USASD Operations NCOIC at (803) 751-3795.

E. Victoria Nieto
E. VICTORIA NIETO
CPT, AG
Commanding

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UNITED STATES ARMY STUDENT DETACHMENT
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ATZJ-DBI-SD 8 December 2015

MEMORANDUM FOR All personnel permanently assigned to the United States Army Student Detachment (USASD)

SUBJECT: Policy Memorandum #5 – **Consideration of Others (CO2)**

1. References:

   a. AR 600-20, Army Command Policy, dated 6 November 2014.

   b. This memorandum supersedes all previous versions of Policy Memorandum #5.

2. The effectiveness of an organization's staff is largely dependent upon the interactions and relationships of its members. The CO2 policy is a tool to assist in assessing the needs of USASD Students and permanent party and to improve the organizational climate. It is the policy of USASD to convey the importance of CO2 as a vehicle for creating, maintaining and sustaining an environment of respect and dignity.

3. While the USASD Equal Opportunity Office is the proponent for implementing the CO2 program within the company, it is a Commander's program that includes all assigned military and DA Civilian personnel. CO2 is comprised of education, and proactive and preventative measures. All permanent party military and DA Civilian personnel will attend annual training. The USASD Commander may increase the frequency of CO2 sessions as needed.

4. The success of this program depends on leader commitment at all levels. By supporting the use of proper CO2, USASD can positively influence student support and Soldier readiness and the human relations climate of individual Soldiers and DA Civilians.

5. Respect your co-workers, celebrate diversity, encourage unity, and care for one another. Make it a USASD priority!

6. The point of contact for this memorandum is the USASD Operations NCOIC at (803) 751-3795.

E. Victoria Nieto
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ATZJ-DBI-SD 8 December 2015

MEMORANDUM FOR All personnel permanently assigned to the United States Army Student Detachment (USASD)

SUBJECT: Policy Memorandum #6 – **Physical Readiness Training (PRT)**

1. References:

a. FM 7-22, Army Physical Readiness Training, dated 26 October 2012, CHG 1 dated 3 May 2013.

b. AR 350-1, Army Training and Leader Development, dated 19 August 2014.

c. AR 600-9, The Army Body Composition Program, dated 28 June 2013.

d. AR 600-8-2, Suspension of Favorable Personnel Actions (Flag), dated 23 October 2012.

e. AR 600-8-24, Officer Transfers and Discharges, 12 April 2006, RAR 003 dated 13 September 2011.

f. AR 635-200, Active Duty Enlisted Administrative Separations, dated 6 June 2005, RAR 003 dated 6 September 2011.

g. This memorandum supersedes all previous versions of Policy Memorandum #6.

2. PRT is an essential element of staying fit. This policy letter outlines the PRT standards expected of the USASD.

3. Verification of all physical profiles (DA Form 3349) required and will be forwarded to the USASD prior to administering the Army Physical Fitness Test (APFT).

4. Profiles will participate in PRT within the limits of their profile.

5. My goal for the **Company APFT Average is 260.**

6. **USASD Permanent Party:** PRT is conducted daily Monday -Friday from 0600 – 0700 hours. Unless otherwise specified, the first duty/accountability formation is held at 0550 hours. The 1SG will direct the uniform of the day for PRT. The uniform is the

Army Physical Fitness Uniform (APFU), unless otherwise specified. The PT jacket, pants, fleece cap, and gloves are worn as seasonal items.

7. **USASD Students:** Maintaining individual physical fitness is the responsibility of the Soldier. Students must submit an APFT scorecard bi-annually to the USASD. The Senior Liaison Officers or Senior Army Advisors will conduct the APFT and weigh-ins for their schools. If a student has no senior officer, then they must conduct an APFT to the best of their ability and with the highest degree of integrity.

8. Students who are not near a military installation may have an option to obtain free YMCA membership upon approval, for more information contact the unit YMCA coordinator.

9. It is the primary responsibility of the Operations Sergeant to ensure that all Soldiers of USASD meet and maintain physical fitness standards set by the Army and TRADOC.

10. Failure to meet APFT standards will result in personnel flag action and immediately enrolled in a special fitness program appropriate for the individual. Soldiers will be re-tested within 90 days of initial failure.

11. Special population PRT will be conducted daily Monday- Friday from 1600-1700. Diagnostic APFT will be administered every 30 days until Soldier successfully passes (Students and permanent party).

12. Personnel who fail two consecutive record APFTs may be considered for separation IAW AR 635-200 or AR 600-8-24.

13. All Soldiers should report to their next duty station in satisfactory physical condition, able to pass the APFT, and within body composition standards IAW AR 600-9.

14. The point of contact for this memorandum is the USASD Operations NCOIC at (803) 751-3795.

E. VICTORIA NIETO
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ATZJ-DBI-SD 8 December 2015

MEMORANDUM FOR All personnel permanently assigned to the United States Army Student Detachment (USASD)

SUBJECT: Policy Memorandum #7 – **Physical Readiness Training (PRT) Incentive Program**

1. References:

a. FM 7-22, Army Physical Readiness Training, dated 26 October 2012, CHG 1 dated 3 May 2013.

b. AR 600-9, The Army Body Composition Program, dated 28 June 2013.

c. AR 600-8-10, Leaves and Passes, dated 15 February 2006, RAR 001 dated 4 August 2011.

d. USASD, Policy Memorandum #8, Ordinary Leave, 24 January 2014

e. This memorandum supersedes all previous versions of Policy Memorandum #7.

2. As I encourage each of our Soldiers to attain the highest standards of physical fitness and readiness, I feel it's only appropriate to recognize those individuals who meet and exceed my expectations. Therefore, I have established a PRT Incentive Program.

3. Soldiers achieving an Army Physical Fitness Test (APFT) score of 300 with 100 points in each event during a record APFT is eligible for the following incentives:

a. Four day special pass.

b. Exempt from Company PRT.

4. Soldiers achieving an APFT score of 270 or above with 90 points in each event during a record APFT is eligible for the following incentives:

a. Three day special pass

b. Exempt from Company PRT.

5. Soldiers achieving a 10% increase to their APFT score during a record APFT is eligible for one three day special pass.

6. Soldiers are only eligible for one incentive group. For example, if you improve your APFT score by 10% and you achieve a 300 by doing so, you will only be eligible for a four day special pass and exemption from Company PRT.

7. All passes are subject to the provisions in Policy Letter #11 and in accordance with AR 600-8-10.

8. Soldiers enrolled in the Army Body Composition Program and APFT failures retaking the APFT are not eligible for PT incentives.

9. The point of contact for this memorandum is the USASD Operations NCOIC at (803) 751-3795.

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MEMORANDUM FOR All personnel permanently assigned to the United States Army Student Detachment (USASD)

SUBJECT: Policy Memorandum #8 – **Army Body Composition Program (ABCP)**

1. References:

a. AR 600-9, The Army Body Composition Program, dated 28 June 2013.

b. AR 600-8-19, Enlisted Promotions and Reductions, dated 2 February 2015.

c. AR 600-8-24, Officer Transfers and Discharges, dated 12 April 2006, RAR 003 dated 13 September 2011.

d. AR 600-8-2, Suspension of Favorable Personnel Actions (FLAG), dated 23 October 2012.

e. AR 635-200, Active Duty Enlisted Administrative Separations, dated 6 June 2005, RAR 003 dated 6 September 2011.

f. USAPHC TG 358, Army Weight Management Guide , current (http://phc.amedd.army.mil/topics/healthyliving/n/Pages/WeightManagement.aspx).

g. This memorandum supersedes all previous versions of Policy Memorandum #8.

2. Soldiers must maintain a high level of physical readiness in order to meet mission requirements. Body composition is one indicator of physical readiness that is associated with an individual's fitness, endurance, and overall health. Individuals with desirable body fat percentages generally exhibit increased muscular strength and endurance, are less likely to sustain injury from weight bearing activity, and are more likely to perform at an optimal level. Soldiers will meet Army body composition standards, as prescribed in AR 600-9, for the individual and collective benefit to themselves, their unit, and the entire Army.

3. Every member of this unit is required to maintain the standards for military appearance and physical fitness at all times. It is the primary responsibility of the USASD Operations NCOIC to ensure that all Soldiers of the USASD meets and

maintains the Army body composition standards. However, adherence to this policy requires individual discipline and motivation from our Students and Leaders.

4. Verification of height and weight is required of all Soldiers, Students and Leaders semi-annually during the USASD Personnel Asset Inventory (PAI). In accordance with AR 600-8-2, Chapter 3, personnel failing to meet the Army body composition standards will be enrolled in the ABCP, counseled and directed to visit a nutritionist in their area immediately. Soldiers will be flagged and enrolled in the ABCP upon conclusion of their consultation.

5. ABCP progress reports will be sent to the USASD 1SG monthly. Soldiers will remain flagged until they meet the Army body composition standards for height and weight. Soldiers failing to show satisfactory progress may be subject to separation action.

6. The point of contact for this memorandum is the USASD Operations NCOIC at (803) 751-3795.

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