



DEPARTMENT OF THE ARMY
HEADQUARTERS, UNITED STATES ARMY GARRISON
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FORT IRWIN, CA 92310-5000

AMIM-NTG-ZA

21 July 2025

MEMORANDUM FOR DISTRIBUTION

**SUBJECT: United States Army Garrison, Fort Irwin and the National Training Center
Policy # 1, Dignity and Respect**

1. All Soldiers, family members, customers, and employees on Fort Irwin deserve to be treated with dignity and respect when performing their duties or operating in and around the Fort Irwin community. The most productive work environment is one where employees and customers treat each other as they would like to be treated. All personnel whether Soldier, civilian, employee are entitled to be treated respectfully and courteously.
2. Garrison employees are expected to provide professional, timely, and proactive service to our customers at all times. Any customer who feels they are not being provided with quality and polite customer service has the right to file a complaint with the employee's supervisor, either in person or via the Interactive Customer Evaluation (ICE) process. All ICE comments are reviewed by the Garrison Directors, Garrison Partner management and ultimately by the Garrison Command Team for action. This process allows the Garrison Command Team not only to receive feedback on how to improve the quality of life and services at Fort Irwin but to also determine where our employees may not be adhering to our espoused Army values. The Garrison Commander's open-door policy may also be used where concerns or comments merit more detailed discussion than the ICE process will permit.
3. Treating others with dignity and respect, however, is also a "two-way street". It is not only expected but it is required that customers treat employees with the same courtesy that they expect to be treated. Any customer perceived to be abusing a Fort Irwin Garrison civilian employee may have their service temporarily suspended. Yelling, threatening language or behavior, insults, swearing and use of demeaning or vulgar language constitute abusive behavior and will not be tolerated. Garrison employees subjected to abuse from customers may contact their first-line supervisor. The first line supervisor shall assess the situation to see if the situation can be resolved or may decide whether to temporarily refuse service, while collecting the person's name and number for the Director or the Garrison Command Team to conduct a follow up as appropriate. Temporary refusal of service shall be for 24 hours from the time of the incident and serve as a cooling off period. The supervisor and employee shall prepare a memorandum for record to document the facts of the incident. Customers may return for service after the 24-hour period expires; however, if the abusive conduct recurs, the first line supervisor may refer the matter through their supervisory chain to the Garrison

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Commander for resolution.

4. Everyone should recognize and understand that living in a remote location and dealing with the OPTEMPO experienced at the National Training Center can cause some to be stressed. Everyone can have a bad day, and we should be sensitive and understanding to this fact without overreacting. Understanding the customer's environment will go a long way toward resolving conflict before it escalates. Employees should always strive to de-escalate and solve the root cause of the problem to provide the best possible service for the customer. In this high tempo environment people will handle stress differently. All members of the staff should strive to be patient, understanding, courteous, and professional. Each individual has the right to be treated with dignity and respect- no exceptions. Treating people with dignity and respect are not just words, but a standard I expect both the work force and our customers to follow.

5. Part of being good neighbors in the Fort Irwin community and treating others with dignity and respect is being conscious of our surroundings and courteous of others. This includes but is not limited to:

a. Refraining from playing excessively loud music or working with noisy equipment or loud machinery during quiet hours, defined as between 2200 and 0600 in the barracks or housing areas such that it is audible in the adjacent residence.

b. Refraining from playing loud music or operating noisy equipment in public spaces such that sound is not audible from 50 feet away between 0600 and 2200.

c. Profane language in public places is inappropriate. Profanity is not in keeping with our Army values and should be refrained from in public places, especially where children frequently attend. In many places on post, signs are displayed indicating that that area is a profanity-free area. In truth, all members of the community should be able to operate within public spaces free from having to hear profane language, which is not in keeping with our Army values.

6. The proponent for this policy letter is the undersigned at 380-6862.


STEVEN L. CHADWICK
COL, AR
Commanding

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