



DEPARTMENT OF THE ARMY
INSTALLATION MANAGEMENT COMMAND
HEADQUARTERS, UNITED STATES ARMY GARRISON, FORT LEONARD WOOD
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AMIM-LDG-ZA (690-500g)

MEMORANDUM FOR All Garrison Personnel

SUBJECT: Garrison Policy 41 - Employees Code of Conduct

1. References:

a. Army Regulation (AR) 690-752 (Civilian Personnel Disciplinary and Adverse Actions), 10 February 2022

b. AR 600-20 (Army Command Policy), 24 July 2020

c. Installation Management Command (IMCOM), Command Policy # 8, Service Culture Campaign (SCC), July 8, 2022.

2. Purpose: This policy defines appropriate behavior, inappropriate behavior, disruptive behavior, and the actions leadership should take when inappropriate or disruptive behavior is identified.

3. Applicability: This policy applies to all Appropriated Fund and Non-Appropriated Fund Employees assigned to the United States Army Garrison, Fort Leonard Wood, Missouri (USAG-FLW)

4. Appropriate behavior: Promote positivity, civility, and respect by building good relationships and supporting missions and values. Examples of appropriate behavior include, but are not limited to:

a. Constructive criticism conveyed in a respectful and professional manner without the application of unnecessary blame and or shame for adverse outcomes.

b. Encouraging clear communication.

c. The respectful expression of dissatisfaction with work related matters through appropriate chain of command, grievance channels or other appropriate means such as an open-door policy.

d. Use of a cooperative approach to problem resolution.

e. Professional comments to any leadership, managerial, supervisory, coworker or administrative staff.

5. Desirable staff behaviors.

- a. Treat others with respect, courtesy, and dignity.
- b. Conduct one's self in a professional manner.
- c. Respond in a timely manner to staff requests.
- d. Respond to all work-related communications in a timely and suitable manner under the circumstances the communication was provided.
- e. Encourage clear communication and work effectively as part of the team.
- f. Respect employees, their rights, and confidentiality

6. Inappropriate behavior: Any conduct that is reasonably interpreted as demeaning or offensive. Examples of inappropriate behavior include, but are not limited to:

- a. Belittling or condescending language.
- b. Berating and disrespectful behavior
- c. Unprofessional comments.
- d. Deliberate lack of cooperation.

7. Disruptive behavior: Any abusive conduct including sexual or other forms of harassment or other forms of physical, verbal, or non-verbal conduct that harms or intimidates others. Disruptive behavior is potentially actionable. Examples of disruptive behavior include, but are not limited to:

- a. Generally, unlawful discrimination or mistreatment of others.
- b. Deliberately undermining the effectiveness of a person or team.
- c. Making false accusations against another co-worker.
- d. Intentionally putting staff members in conflict with each other.
- e. Verbal comments that are vindictive, intentionally hurtful, or go blatantly beyond the bounds of professional discourse.
- f. Physical contact with another individual that is threatening, offensive, hurtful, or intimidating.

g. Threats of violence or retribution.

8. Responsibilities:

a. Commander:

(1) Create and sustain an organizational culture that is not tolerant of disruptive or inappropriate behaviors. Any violation of this policy could result in disciplinary action.

(2) Ensure support to any individual impacted by disruptive or inappropriate behaviors.

b. Deputy Garrison Commander

(1) Enhance awareness and knowledge of the quality, safety, morale, and cost benefits of professional behavior.

(2) Put organizational systems in place to identify, monitor, document, and respond fairly to complaints as appropriate to address and manage alleged disruptive behavioral complaints (e.g., Sensing Sessions).

c. Directors/Special Staff:

(1) Enforce this policy that will reinforce the organization's culture of individual respect, dignity, civility, and employee safety.

(2) Conduct inquiries for fact finding, and document circumstances related to incidents or employee misconduct. Use a cooperative approach to problem resolution.

d. First line/Immediate Supervisors:

(1) Adopt and model acceptable workplace behavior.

(2) Recognize and promptly address alleged unacceptable behavior complaints.

(3) Utilize non-confrontational methods for reporting and addressing inappropriate behaviors or misconduct pursuant to this policy.

(4) Ensure subordinates are informed and familiar with internal avenues for conflict resolution.

(5) Use official time in an honest effort to perform official duties and do not ask subordinates to perform duties outside of their official duties.

(6) Handle all personnel matters on a merit basis. Comply with applicable rules and regulations governing personnel matters. Considering an employee's Religion, race, gender, sexual orientation, disability, favoritism, or age violates merit principles.

e. All Garrison personnel:

(1) Conduct themselves in a professional and cooperative manner.

(2) Will not ignore violent, threatening, harassing, intimidating behavior.

(3) Are accountable for their own behavior and actions.

(4) Always act in a respectful manner to enhance collaboration, mutual respect, and trust among the garrison team.

(5) Address disagreements in a constructive, respectful manner.

(6) Cooperate in inquiries, and/or investigations.

(7) Always put forth their best effort in the performance of their duties.

(8) Notify your supervisor in the event you are the recipient of or involved in professional misconduct.

9. Point of contact for this policy is Mr. Michael A. Beando, Director, Human Resources, Michael.a.beando.civ@army.mil, 573-596-4866.

ANTHONY F. POLLIO, JR
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Commanding