



DEPARTMENT OF THE ARMY  
HEADQUARTERS, DIVISION SUPPORT COMMAND  
4<sup>th</sup> INFANTRY DIVISION (MECHANIZED)  
TIKRIT, IRAQ  
APO, AE 09323



REPLY TO  
ATTENTION OF

AFYB-SC-CDR

14 SEPTEMBER 2003

MEMORANDUM FOR SEE DISTRIBUTION

SUBJECT: Command Policy Memorandum # 1--Command Philosophy

1. My command philosophy is quite simple. It is predicated upon several fundamental beliefs. Among them, eight are paramount.

a. People. The Army is all about PEOPLE. I believe good people are the key ingredient to successful units/teams. People want to succeed. Soldiers start each day wanting to do well! They will do the right thing if they understand what is required and the standards against which their success will be measured. They do not join the Army to fail. As leaders, we must tap the initiative and talent of everyone on our unit—it is our job to help them succeed. I see taking care of soldiers and their family as the most important thing we do as leaders. If a soldier has problems, we owe it to the soldier and his or her family to do everything in our power to solve that problem. I expect you to bring any problems to the next level within the chain of command if it is above your ability to solve. The foundation of the PEOPLE philosophy is treating all soldiers with dignity and respect. Everyone, regardless of rank, position, gender, religion, color, race, or national origin is entitled to respect and recognition of their basic worth as a person.

b. Teamwork. We are all members of the 4<sup>th</sup> Infantry Division TEAM. Working together is a key to success. The real measure of our success is when the lowest ranking soldier knows how and why his or her job fits into the overall picture.

c. Training. We've got the best soldiers in the free world. Everything is training and training is everything. The training we provide must be tough, realistic, and challenging. The basic mission in the DISCOM is to train to tactical competence and technical means for which each soldier must be combat ready to main a "Think War" mentality at all times. Ours is a complex and demanding mission in wartime and, therefore, we must constantly train to survive and support on the battlefield. Aggressively seek training opportunities and take full advantage of time devoted to training. Conduct business IAW FM's 7-0, 25-101, and 4<sup>th</sup> Infantry Division 350-1.

d. Care for Equipment. "If it doesn't work, it won't fight." We must have a good maintenance system and good maintenance training. Fix responsibility at the individual and supervisory level. Schedule maintenance periods and operator/supervisor training. Don't neglect any aspect. Arms rooms, Army Battle Command Systems (ABCS), traditional communications systems, medical equipment, forklifts, fuel pumps, and motor vehicles are the big ones, but don't forget NBC, tentage and sets, kits, and outfits that allow us to accomplish our daily missions.

e. Discipline is the foundation upon which all great organizations are built.

f. Do what is right legally and morally; this will be our creed. If you and I do what is right for the individual soldier, the unit, DISCOM, Division, or the Army, we will never be criticized for our actions or decisions.

AFYB-SC-CDR

SUBJECT: Command Policy # 1--Command Philosophy

g. Integrity is non-negotiable. I operate on trust and confidence. I commit resources and risk lives of our soldiers based upon what you believe and say is true. Total trust, once broken, is difficult, if not impossible to rebuild.

2. These fundamentals provide the foundation for policies, which will govern how the DISCOM will operate.

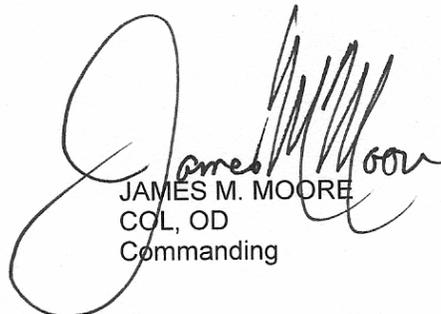
3. Remember, this is our DISCOM—not mine. I believe we all want to make the DISCOM as successful as possible. We all want to be part of a winning team. No one person can do it all, so we must create a climate which encourages initiative and the willing participation of every member of the DISCOM—soldiers and family members—all working toward common goals and objectives. Our mission is to prepare for war. Therefore, everything we do must be focused on being trained and ready to support the 4<sup>th</sup> Infantry Division.

4. We will be professional in everything we do. Leaders set the example, accept responsibility, issue orders in their own name, and enforce standards. We will use the chain of command and delegate authority and responsibility to the lowest level capable of executing the mission. Then, we will hold our subordinates accountable for their performance. We want to promote risk-taking (not gambling) without disregard. In using the chain of command, we build teamwork, loyalty, and confidence in each other and the units we support. When one soldier is alone at an activity, that soldier is, by definition, in charge and responsible for that activity. When two or more soldiers are present at an activity, the ranking soldier will be in charge. This is a 24-hour, on- and off-duty requirement for the DISCOM. As professionals, we must care. We must care for our soldiers and their families.

5. Finally, we must maintain flexibility and a sense of perspective. It is important to take time to reflect on our purpose and where we are going, to set goals, and to assess our performance. I will establish priorities at the DISCOM level, based upon our mission and my assessment of what is most important. Each battalion and company commander must do the same. I also expect our soldiers and leaders to carve out time for themselves and their families and to enjoy the opportunities this assignment offers.

6. Keep your sense of humor. Keep things in perspective. And remember—have fun.

7. WRANGLERS!!



JAMES M. MOORE  
COL, OD  
Commanding

DISTRIBUTION:

^



DEPARTMENT OF THE ARMY  
HEADQUARTERS, DIVISION SUPPORT COMMAND  
4<sup>th</sup> INFANTRY DIVISION (MECHANIZED)  
TIKRIT, IRAQ  
APO, AE 09323



REPLY TO  
ATTENTION OF

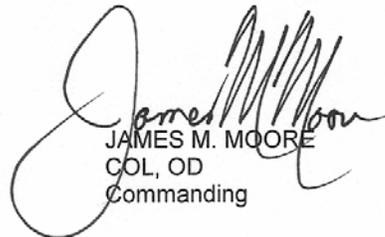
AFYB-SC-CDR

14 SEPTEMBER 2003

MEMORANDUM FOR SEE DISTRIBUTION

SUBJECT: Command Policy Memorandum # 2—Open Door Policy

1. I am available to hear the concerns of any individual to include soldiers and family members. Matters of urgent importance may be presented at any time. Please utilize your chain of command whenever it is possible but my door is open to every DISCOM soldier.
2. Soldiers desire to speak with me should make an appointment through the Brigade Adjutant or CSM @ 288-5952 /5959. Soldiers who are the subject of judicial, non-judicial, or adverse administration actions or subject of an ongoing investigation will coordinate with the DISCOM legal advisor at 288-5953 for an appointment.
3. All commanders in the DISCOM will publish open door policies, which announce times available to their soldiers for direct consultation with their commander. Subordinate members of the chain of command will not constrain soldiers; interfere with their right to see their commander, nor exact retribution upon a soldier for seeing their commander.
4. Open door policies do not deprive soldiers of their right to present problems to the Division Inspector General if they feel commanders within the DISCOM have not satisfactorily resolved the situation.
5. I charge every leader in the DISCOM to care for our most important resource, our soldiers, through an "open-door" attitude. Many of our soldiers' unresolved problems result from misunderstanding or lack of knowledge of the services available to assist them. Leaders at all levels must aggressively seek out and identify problems among their subordinates and ensure that they are readily available to provide assistance.
6. This policy letter will be permanently posted on unit bulletin boards down to the company level.
7. **WRANGLERS!!**

  
JAMES M. MOORE  
COL, OD  
Commanding

DISTRIBUTION:  
A



DEPARTMENT OF THE ARMY  
HEADQUARTERS, DIVISION SUPPORT COMMAND  
4<sup>th</sup> INFANTRY DIVISION (MECHANIZED)  
TIKRIT, IRAQ  
APO, AE 09323



REPLY TO  
ATTENTION OF

AFYB-SC-CDR

14 SEPTEMBER 2003

MEMORANDUM FOR SEE DISTRIBUTION

SUBJECT: Command Policy Memorandum # 3—Statement of Equal Opportunity (EO)

1. References:

- a. AR 600-20, Chapter 7, Army Command Policy, 15 Jul 99
- b. Fort Hood Regulation 350-1
- c. III Corps Command Policy EO-01-01, 20 November 2001
- d. 4ID Command Policy EO-00-01

2. The intent of this policy is to provide equal opportunity for all soldiers and their families without regard to race, sex, religion, or ethnicity. Fair and consistent treatment will be provided to all soldiers based solely on merit, fitness, and capability. Equal opportunity must be an attitude in the DISCOM, not just a requirement.

3. As the DISCOM Commander, I am your Equal Opportunity Officer. All commanders within the DISCOM are appointed as Equal Opportunity Officers for the units they command. Each battalion and company commander will:

- a. Develop and implement EO programs for their unit.
- b. Appoint an EO Representative with an alternate in writing, and ensure he/she is trained IAW III Corps policies.
- c. Develop and sustain a healthy EO climate.
- d. Publish and post written command policy statements on equal opportunity, the prevention of sexual harassment, and equal opportunity complaint procedures. These policies will be prominently displayed to ensure that each soldier is aware of procedures for redress, to include those against the chain of command. These policies will be discussed with every new soldier during in processing.
- e. Conduct EO/Consideration of Others training on a recurring basis (at least two hours per quarter) for the unit.
- f. Identify discriminatory practices affecting soldiers and their families, initiate corrective actions, and provide follow-up and feedback throughout resolution of the problem.

4. Equal Opportunity complaints and their resolution remain the responsibility of the Chain of Command. Commanders and staff will aggressively pursue the resolutions of all perceived injustices using the company and battalion EO representatives and the DISCOM EO Office when deemed appropriate. The

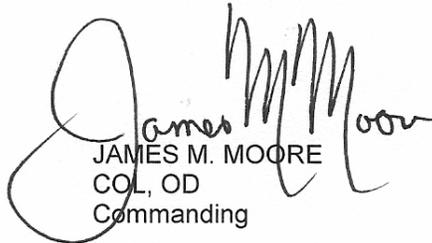
AFYB-SC-CDR

SUBJECT: Command Policy # 3—Statement of Equal Opportunity (EO)

DISCOM EO Advisor, a full-time EO NCO attached from III Corps, will process complaints of sexual harassment and discrimination based on race, sex, religion, or ethnicity. The DISCOM EO office will be informed of all formal EO complaints.

5. Proponent agency for this policy is the DISCOM S1 and the DISCOM Equal Opportunity Advisor.

6. **WRANGLERS!!**



JAMES M. MOORE  
COL, OD  
Commanding

DISTRIBUTION:

^



DEPARTMENT OF THE ARMY  
HEADQUARTERS, DIVISION SUPPORT COMMAND  
4<sup>th</sup> INFANTRY DIVISION (MECHANIZED)  
TIKRIT, IRAQ  
APO, AE 09323



REPLY TO  
ATTENTION OF

AFYB-SC-CDR

14 SEPTEMBER 2003

MEMORANDUM FOR SEE DISTRIBUTION

SUBJECT: Command Policy Memorandum # 4 -- Prevention of Sexual Harassment (POSH)

1. References:

- a. AR 600-20
- b. III Corps Command Policy, G1-99-04
- c. 4ID Command Policy Memo

2. **Sexual Harassment** is a form of gender discrimination that involves unwelcome sexual advances, requests for sexual favors, verbal comments, gestures, or physical contact of a sexual nature. Any person who directly or indirectly uses a supervisory or command position to influence or affect a soldier or his/her career with rewards or adversity is also engaging in sexual harassment if that reward or adversity are a result of submission to or rejection of sexual advances or sexually oriented behavior. Sexually oriented behavior may come in many forms, from unnecessarily long stares, catcalls and dirty jokes, to extreme flirtation and dating or developing an unprofessional relationship with a soldier under one's command or supervision.

3. **No form of Sexual Harassment will be tolerated in the DISCOM.** Such conduct interferes with individual and unit performance and results in an intimidating, hostile and offensive environment. Sexual harassment becomes possible when sexually oriented behavior is allowed to exist in a professional environment by the chain of command. Commanders and supervisors must ensure that their subordinates maintain their professionalism at all times.

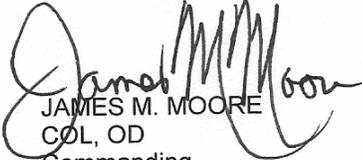
4. Commanders will ensure that every soldier understands the definition of Sexual Harassment and Sexually Oriented Behavior. Company Commanders will periodically (at least every six months) hold sensing sessions with their soldiers to emphasize the seriousness of this topic and to gain feedback from soldiers to determine if a sexual harassment problem exists within their unit. Each commander will publish and post a written command policy letter on the prevention of sexual harassment.

5. For reporting procedures, Sexual Harassment falls under the Equal Opportunity Complaint Procedures. These procedures are covered in DISCOM Command Policy Memorandum #5 – Equal Opportunity Complaint Procedures and in AR 600-20.

6. Sexual Harassment complaints and their resolution remain the responsibility of the chain of command. Commanders and staff will aggressively pursue resolution of all perceived injustices using company and battalion Equal Opportunity representatives and the DISCOM Equal Opportunity Office, as deemed appropriate.

7. Proponent agency for this policy is the DISCOM Equal Opportunity Advisor.

8. **WRANGLERS!!**

  
JAMES M. MOORE  
COL, OD  
Commanding

DISTRIBUTION:

A



DEPARTMENT OF THE ARMY  
HEADQUARTERS, DIVISION SUPPORT COMMAND  
4<sup>th</sup> INFANTRY DIVISION (MECHANIZED)  
TIKRIT, IRAQ  
APO, AE 09323



REPLY TO  
ATTENTION OF

AFYB-SC-CDR

14 SEPTEMBER 2003

MEMORANDUM FOR SEE DISTRIBUTION

SUBJECT: Command Policy Memorandum # 5 – Equal Opportunity/Sexual Harassment Complaint Procedures

1. This policy outlines the procedures for filing Equal Opportunity complaints as described in AR 600-20, Army Command Policy, 13 May 2002.
2. The chain of command is the primary channel for handling allegations and correcting incidents of discrimination or sexual harassment. The commander, with the help of the chain of command and NCO support channel, is responsible for ensuring that all soldiers are fully aware of the procedures to have their complaints heard. These procedures are required to be in writing and prominently posted in the unit or work area.
3. Although a number of alternative agencies are available, soldiers are encouraged to bring their complaints to their first-line supervisor for resolution at the lowest possible level. Commanders must ensure every soldier understands this and that an environment of trust and concern are present in the unit. It is also the responsibility of the chain of command to ensure that all persons submitting complaints are protected against reprisal or retaliation.
4. There are two types of complaints: Informal and Formal
  - a. **INFORMAL:** An informal complaint is any complaint that a soldier or family member does not wish to file in writing. They are not subject to time suspension and are not reportable. The individual, another unit member, or an individual within the complainant's chain of command may resolve these complaints. Informal complaints are no less important than formal complaints, and will be addressed by the chain of command with a sense of urgency and a sincere intent to attain resolution.
  - b. **FORMAL:** A formal complaint is a sworn statement submitted on a DA Form 7279-R (Equal Opportunity Complaint Form). Complainants have 60 calendar days from the date of the alleged incident in which to file a formal complaint.
5. After a formal complaint is filed, the chain of command has 14 calendar days in which to resolve the complaint or refer it to a higher echelon commander. The unit commander will conduct an inquiry to determine whether sufficient evidence exists to warrant a full investigation. The EOA may also assist the commander in conducting this inquiry. If the commander determines that a full investigation is required then he or she will forward the complaint to the DISCOM commander for the appointment of an AR 15-6 investigating officer.
6. Whether the complaint is formal or informal, the complainant will be provided feedback on the disposition of their grievance. However, feedback to formal complaints must occur within the following suspenses: initial written feedback to the complainant must be forwarded on DA Form 7279-R within 14 calendar days after receipt of the complaint and within 30 calendar days of the initial feedback (44 total calendar days), complainants should receive a final written disposition to their complaint.

AFYB-SC-CDR

SUBJECT: Command Policy Memorandum # 5 – Equal Opportunity/Sexual Harassment Complaint Procedures

Action	# Of Days	Agency
Formal Complaint	3 Days	EOA
"	14 Days	Commander
"	17 Days	Feedback to Complainant
"	7 Days	Appeal to Higher Cdr
"	44 Days	Feedback to Commander

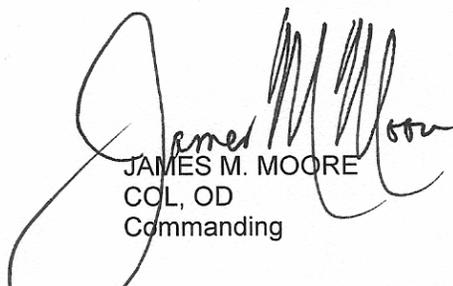
7. Although the processing of EO complaints through the chain of command is strongly encouraged, it will not serve as the only channel available to soldiers to resolve complaints. Soldiers will be afforded every opportunity to file either formal or informal complaints through other agencies outside the chain of command without fear of reprisal. Other agencies available include:

- a. Higher echelon of complaint's chain of command
- b. Equal Opportunity Advisor
- c. Inspector General
- d. Chaplain
- e. Provost Marshal
- f. Medical Agency Personnel
- g. Staff Judge Advocate
- h. Chief, Community Housing Referral and Relocation Service Office

8. It's important that all soldiers and family members in the Division Support Command (DISCOM) are aware of the channels available for complaint resolution. I encourage you to allow your chain of command the opportunity to resolve your complaint, but I am committed to make my staff available when needed. Equal Opportunity is everyone's program and a way of life for the great soldiers of the DISCOM.

9. Proponent agency for this policy is the DISCOM Equal Opportunity Advisor.

10. **WRANGLERS!!**



JAMES M. MOORE  
COL, OD  
Commanding

DISTRIBUTION:

^



DEPARTMENT OF THE ARMY  
HEADQUARTERS, DIVISION SUPPORT COMMAND  
4<sup>th</sup> INFANTRY DIVISION (MECHANIZED)  
TIKRIT, IRAQ  
APO, AE 09323



REPLY TO  
ATTENTION OF

AFYB-SC-CDR

14 SEPTEMBER 2003

MEMORANDUM FOR SEE DISTRIBUTION

SUBJECT: Command Policy Memorandum # 6 – Equal Opportunity Representative

1. Reference:

- a. Army Regulation 600-20
- b. III Corps Command Policy, G1-99
- c. 4ID Command Policy Memo #7

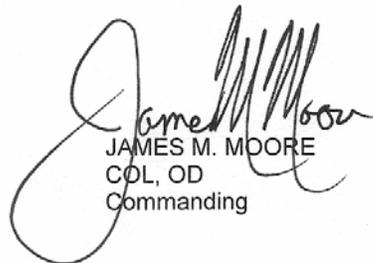
2. This policy outlines the criteria for each unit in regards to Equal Opportunity Representative (EOR) staffing.

3. Equal Opportunity Representatives (EORs) at all levels are very important assets to the Division Support Command (DISCOM). How we utilize them is of the utmost importance. Each unit will have two, one primary and one alternate, school trained (III Corps Equal Opportunity Representative Course) EORs. These soldiers are to be in the rank of SGT(P) or higher, IAW Fort Hood Circular 350-98-26, and demonstrate exceptional leadership and communications skills and the ability to facilitate small group discussions.

4. The EOR is the eyes and ears of the command in regards to the EO climate of the unit. The role that the EOR takes typically will be to assist the commander in keeping the pulse of the command climate and assisting the commander in all aspects of EO (i.e. training, resource person, liaison for EO complaints, and coordinating the planning ethnic observances). To accomplish this, the primary EOR will be assigned no other additional duties outside EO and the alternate will be available in the event the primary EOR is not available.

5. Proponent agency for this policy is the DISCOM S1 and DISCOM Equal Opportunity Advisor.

6. **WRANGLERS!!**

  
JAMES M. MOORE  
COL, OD  
Commanding

DISTRIBUTION:  
A



DEPARTMENT OF THE ARMY  
HEADQUARTERS, DIVISION SUPPORT COMMAND  
4<sup>th</sup> INFANTRY DIVISION (MECHANIZED)  
TIKRIT, IRAQ  
APO, AE 09323



REPLY TO  
ATTENTION OF

AFYB-SC-CDR(27-10)

14 SEPTEMBER 2003

MEMORANDUM FOR SEE DISTRIBUTION

SUBJECT: Command Policy Memorandum # 7 – DISCOM UCMJ Jurisdiction and Authority

1. This memorandum defines the authority of commanders within the DISCOM to impose UCMJ punishment in cases involving certain categories of offenses and/or personnel.

2. Reservation of Authority by the Commanding General 4ID(M):

a. The Commanding General has reserved to himself the authority to make all decisions or recommendations, as appropriate, concerning adverse personnel actions affecting all officers and all non-commissioned officers in the grade of First Sergeant and higher (including acting 1SG's). This includes, but is not limited to, adverse administrative actions, non-judicial punishment under Article 15, UCMJ, and all other UCMJ actions.

b. The Commanding General has reserved to himself the authority to initiate and implement General Officer Memoranda of Reprimand for all offenses involving intoxicated driving and the use of controlled substances.

3. Reservation of Authority by DISCOM Commander: I reserve to myself the authority to make all decisions concerning adverse personnel actions under the UCMJ in the circumstances outlined below. This does not preclude the use of adverse administrative actions by subordinate commanders. I reserve to my the authority to make all decisions for all offenses involving non-commissioned officers in the grade of SFC or MSG (excepting 1SGs and acting 1SGs).

4. Reservation of Authority of Battalion Commanders: Battalion commanders will retain the authority to make all decisions concerning adverse personnel actions under the UCMJ for drug and alcohol related offenses involving soldiers in the grades of E1 to E4. This does not preclude the company commanders from imposing adverse administrative actions in these cases. Battalion commanders will make all decisions concerning adverse personnel actions under UCMJ in circumstances outlined below:

a. Adverse personnel actions affecting non-commissioned officers in the rank of SGT (E5) and SSG (E6).

b. Adverse personnel actions as a result of DUI or drugs for all SSGs and below.

c. Any offense by a non-commissioned officer in the grade of SGT or SSG that involves:

(1) Drugs or alcohol

(2) Domestic violence

(3) Use of a deadly weapon or deadly force (including firearm related violations of FH Reg 190-11)

AFYB-SC-CDR(27-10)

SUBJECT: Command Policy Memorandum # 7 – DISCOM UCMJ Jurisdiction and Authority

(4) Assault or abuse of a minor

5) Rape or sexual/indecent assault

d. Commanders will report to me all violations covered by this paragraph, along with any recommendations for disposition. At my discretion, these actions may be returned to subordinate commanders for appropriate disposition.

5. The authority to impose punishment under UCMJ for all violations of Article 111 (on-post operation of a vehicle while intoxicated) is reserved to the US Magistrate's Court.

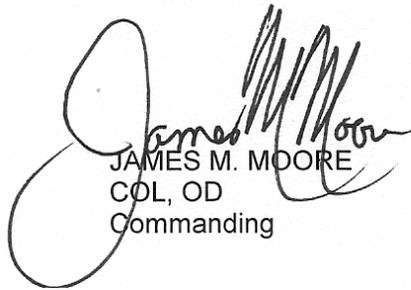
6. Proponent agency for this policy is the DISCOM Trial Counsel. Commanders should direct questions to the Trial Counsel at 287-1783.

7. **WRANGLERS!!**

Encl  
DISCOM Legal Jurisdiction Chart

DISTRIBUTION:

^



JAMES M. MOORE  
COL, OD  
Commanding



DEPARTMENT OF THE ARMY  
HEADQUARTERS, DIVISION SUPPORT COMMAND  
4<sup>th</sup> INFANTRY DIVISION (MECHANIZED)  
TIKRIT, IRAQ  
APO, AE 09323



REPLY TO  
ATTENTION OF

AFYB-SC-CDR

14 SEPTEMBER 2003

MEMORANDUM FOR SEE DISTRIBUTION

SUBJECT: Command Policy Memorandum # 8 – DISCOM Retention Incentive Awards Program

1. Reference: AR 601-280, Total Army Retention Program and FORSCOM Supplement to AR 601-280

2. Purpose: To establish procedures by which the Commander's Quarterly Retention Award will be presented and outline standards for reenlistment and incentives.

3. Scope: This memorandum is applicable to all battalion/separate companies assigned to the DISCOM for retention management.

a. The DISCOM's standards for reenlistment are established as:

(1) 100% or greater accomplishment of the objectives in each of the initial term, Mid-Career and Career Categories.

(2) 100% or greater accomplishment of the objectives for Reserve/National Guard transition/enlistment objectives.

b. Battalions and separate companies will establish a retention incentive awards program to recognize subordinate elements and persons for their achievements in the reenlistment effort. These programs will also recognize individual soldiers who reenlist/transition by providing time off, exemption from duty, or some similar incentive.

c. All soldiers that reenlist will receive the following (not to be granted in succession and not to exceed 96 hours):

(1) The day of reenlistment and the day after will be non-duty days.

(2) A four-day pass. (Must be requested within 10 days of reenlistment).

(3) All soldiers that reenlist under the provisions of Table E-2, AR 601-280, Current Station Stabilization Reenlistment Option, may elect to participate in the Fort Hood Education Reenlistment Incentive. Soldiers may enroll in vocational courses or one semester (12 semester hours) of college studies within a 100-mile radius of Fort Hood. Reenlisting soldiers who qualify for the college incentive may elect to complete the required studies during day or evening classes. Classes under the provisions of this incentive will commence within the first six months after the date of reenlistment and will not exceed one year from the date of reenlistment. Company commanders will ensure that soldiers do not attend civilian education institutions as their place of duty or as a full time student while in an on-duty status. The duty day for soldiers enrolled in this program will be Monday through Friday 0600 hours until 0900 hours. Soldiers will be required to attend the first accountability formation and physical training during these days. Soldiers who have reenlisted for this incentive are released from all unit detail requirements, which interfere with their educational programs (i.e., Unit CQ/CQ Runner, SDNCO/SDNCO Runner). This

applies whether the soldier elects to attend classes during the day or evening. Except in the event of actual soldier's class attendance.

d. All incentives must be coordinated through the soldier's chain of command.

e. Incentives under paragraph 3c(1) apply to all soldiers who reenlist, extend under the BEAR program, special programs such as USAMAPS or the Green to Gold Program, or transition into a Troop Program Unit of the Army Reserve or the Army National Guard. Incentive paragraph 3c(2) applies to all soldiers who reenlist under the provision of Table E-2, AR 601-280, current Station Stabilization Reenlistment Option, and elect to participate in the Fort Hood reenlistment incentive. As an exception, soldiers who are only eligible to reenlist for a period of two years due to reaching their Retention Control Point(RCP), are also eligible for this incentive.

4. Retention Awards:

a. Each battalion/separate company that meet the standards in paragraph 3a will be recognized by the DISCOM Commander.

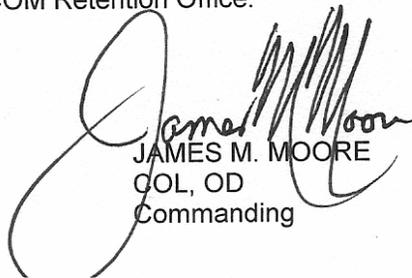
b. The battalion/separate company Retention NCO whose unit is recognized will also receive a certificate of achievement signed by the DISCOM Commander.

c. At the end of the Fiscal Year, an award will be presented using the same guidelines as previously stated to recognize achievements during the fiscal year.

d. At the end of every quarter, a guidon streamer will be awarded to each company using the same guidelines as previously stated.

5. Proponent agency of this policy is the DISCOM Retention Office.

6. **WRANGLERS!!**



JAMES M. MOORE  
COL, OD  
Commanding

DISTRIBUTION:

^



DEPARTMENT OF THE ARMY  
HEADQUARTERS, DIVISION SUPPORT COMMAND  
4<sup>th</sup> INFANTRY DIVISION (MECHANIZED)  
TIKRIT, IRAQ  
APO, AE 09323



REPLY TO  
ATTENTION OF

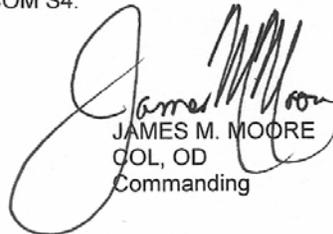
AFYB-SC-CDR

14 SEPTEMBER 2003

MEMORANDUM FOR SEE DISTRIBUTION

SUBJECT: Command Policy Memorandum # 9 – Command Supply Discipline Program (CSDP)

1. The DISCOM S4 is appointed as the DISCOM's Command Supply Discipline Monitor IAW requirements of AR 710-2, Supply Policy Below Wholesale Level, and AR 735-5, Policies and Procedures for Property Accountability.
2. The Division's Command Supply Discipline Program (CSDP) will be implemented by the S4. The DISCOM S4 will ensure that all regulatory requirements are met and the program focuses on the needs of the DISCOM.
3. As per AR 710-2, CSDP inspections will occur as listed below:
  - a. Each battalion will be inspected semi-annually by the DISCOM S4.
  - b. Each separate company will be inspected quarterly by the DISCOM S4.
  - c. Each battalion will inspect their subordinate units on a quarterly basis.
4. The CSDP is a commander's program directed at eliminating noncompliance with supply regulations and encourages supply discipline throughout the DISCOM. Effective stewardship of resources is essential to maintaining our readiness.
5. Proponent agency of this policy is the DISCOM S4.
6. **WRANGLERS!!**

  
JAMES M. MOORE  
COL, OD  
Commanding

DISTRIBUTION:  
A



DEPARTMENT OF THE ARMY  
HEADQUARTERS, DIVISION SUPPORT COMMAND  
4<sup>th</sup> INFANTRY DIVISION (MECHANIZED)  
TIKRIT, IRAQ  
APO, AE 09323



REPLY TO  
ATTENTION OF

AFYB-SC-CDR

14 SEPTEMBER 2003

MEMORANDUM FOR SEE DISTRIBUTION

SUBJECT: Command Policy Memorandum # 10 – DISCOM Serious Incident Reporting (SIR) Procedures for Staff Duty

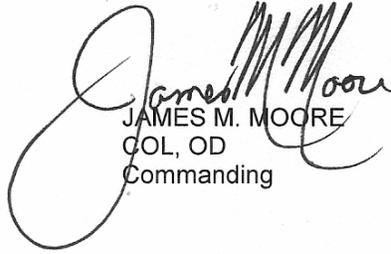
1. Purpose: To establish guidelines for the Staff Duty when a serious incident occurs.
2. Scope: This memorandum is applicable to all battalions/separate companies assigned to the DISCOM.
3. Background: The DISCOM's standards for "Serious Incidents."
  - a. Death of any DISCOM soldier or immediate family member.
  - b. Any serious injury requiring hospitalization of a soldier or immediate family member.
  - c. Arrest of a soldier or any incident where a police blotter report will be issued.
  - d. Any alcohol or drug related incident involving a soldier.
  - e. Any incident involving loss or damage to a DISCOM vehicle, equipment, or property.
  - f. Actual or possible compromise of operational codes.
  - g. On or off-post terrorist threats, activities directed against DISCOM soldiers, equipment, or units.
  - h. Other unusual incidents or incidents that may bring discredit or adverse publicity on the Army.
4. Procedures for SDNCOs for SIRs:
  - a. When a SDNCO receives information on a soldier, he/she will start the initial Serious Incident Report (SIR) containing at least the name, rank, and unit of those involved; nature and type of incident; the time it occurred; status and condition of those involved; and type of equipment involved. Do not wait for full details to submit your initial written report to Division.
  - b. Notify the DISCOM XO and the Company Commander or First Sergeant of the soldier(s) involved.
  - c. Contact the Division FOD. If you receive a SIR concerning an enlisted soldier that must be forwarded to the Division, contact the DISCOM CSM. If the SIR involves an officer, contact the DISCOM XO.
  - d. Finalize the SIR and submit the written report through DISCOM to Division after contacting the DISCOM XO.

AFYB-SC-CDR

SUBJECT: Command Policy Memorandum # 10 – DISCOM Serious Incident Reporting (SIR) Procedures for Staff Duty

- e. Ensure that complete entries are made in the journal of details and progression of the soldier.
  - f. Update the DISCOM Chain of Command and Battalion Staff Duty Officer.
  - g. If in doubt on whether an incident requires the immediate attention of the DISCOM Commander, contact the DISCOM XO, S1 or CSM.
5. Proponent agency of this policy is the DISCOM S1.

6. **WRANGLERS!!**



JAMES M. MOORE  
COL, OD  
Commanding

DISTRIBUTION:

A



DEPARTMENT OF THE ARMY  
HEADQUARTERS, DIVISION SUPPORT COMMAND  
4<sup>th</sup> INFANTRY DIVISION (MECHANIZED)  
TIKRIT, IRAQ  
APO, AE 09323



REPLY TO  
ATTENTION OF

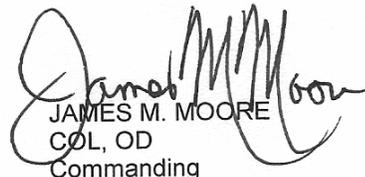
AFYB-SC-CDR

14 SEPTEMBER 2003

MEMORANDUM FOR SEE DISTRIBUTION

SUBJECT: Command Policy Memorandum # 11 – DISCOM Awards Policy

1. Purpose: To establish policy on awards and recognition for service IAW AR 600-8-22.
2. Applicability: Headquarters, Division Support Command and all subordinate units.
3. Background: The leadership of this command will recognize our soldiers who strive for excellence and are always ready to give extra effort.
4. Policy: My policy on awards and recognition for service is all soldiers assigned to the command who have served honorably will receive some form of recognition for their service prior to leaving the command. Soldiers will receive an award for performance and levels of responsibility, not because of rank, time in service or previous awards. All awards will be submitted on a DA Form 638, Recommendation for Award. Specific guidelines are as follows:
  - a. AAM – will be submitted to approval authority 30 days prior to presentation date.
  - b. ARCOM – will be submitted to approval authority 45 days prior to presentation date.
  - c. MSM – will be submitted to approval authority 60 days prior to presentation date.
  - d. LOM – will be submitted to approval authority 90 days prior to presentation date with a separate one-page narrative. The citation is limited to nine lines and may be submitted on a separate page.
5. Letters of lateness are not required for late awards that **do not leave** the DISCOM (i.e., ARCOM and below). Expedient processing is my intent, not unnecessary bureaucratic procedures.
6. The DA Form 638 will include the soldier's APFT score, weapons date/score, HT/WT (include screening table for soldiers requiring tape test), race, sex, and proposed presentation date. Include years of service and soldier's age for recommendations on retirement awards.
7. Commanders with award approval authority, reporting directly to Headquarters, Division Support Command (DISCOM), are delegated disapproval authority for the Army Commendation Medals (ARCOM).
8. Battalion PACs will ensure that all personnel receiving an award complete a DD Form 2266 (Hometown News Release).
9. Proponent agency of this policy is the DISCOM Adjutant.
10. **WRANGLERS!!**

  
JAMES M. MOORE  
COL, OD  
Commanding

DISTRIBUTION:

^



REPLY TO  
ATTENTION OF

**DEPARTMENT OF THE ARMY**  
HEADQUARTERS, DIVISION SUPPORT COMMAND  
4<sup>TH</sup> INFANTRY DIVISION (MECHANIZED)  
TIKRIT, IRAQ  
APO AE 09323

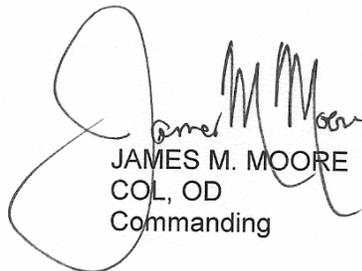
AFYB-SC-CDR

25 November 2003

MEMORANDUM FOR SEE DISTRIBUTION

SUBJECT: Command Policy Memorandum #12 – DISCOM Transitional Leave Policy

1. Purpose: To establish policy on Transitional Leave.
2. Applicability: Headquarters, Division Support Command and all subordinate units.
3. Policy: My policy on transitional leave is all soldiers assigned to the command separating from the Army will complete ACAP and prepare for separation.
  - a. Retirement – Retiring soldiers will be granted 70 days of terminal leave and an additional 20 days of permissive temporary duty (PTDY), for a grand total of 90 days transitional leave.
  - b. ETS – ETSing soldiers will be granted 70 days of transitional leave.
4. Leave will not be granted if it exceeds that accrued or to be accrued between the date of approval and the date of transition.
5. Leave granted must not interfere with operational requirements, timely processing, or transition processing.
6. Soldiers must complete out-processing at the Fort Hood Transition Point prior to beginning leave.
7. Proponent agency of this policy is the DISCOM Adjutant.
8. **WRANGLERS!**



JAMES M. MOORE  
COL, OD  
Commanding