



DEPARTMENT OF THE ARMY
US ARMY SOLDIER SUPPORT INSTITUTE
10000 HAMPTON PARKWAY
FORT JACKSON SC 29207-7025

ATSG-CG

FEB 22 2002

MEMORANDUM FOR ALL Soldier Support Institute (SSI) Personnel

SUBJECT: Policy Memorandum #1 – Soldier Support Institute Policy Memoranda

1. Policy memoranda formalize important basic operation principles and provide members of the Institute with a common understanding of how we do things – thus standardizing behavior and simplifying our work. They should not duplicate existing guidance found in regulations or other publications, unless required to amplify the importance of the particular policy.
2. Approved published policies apply to all permanent party and student personnel assigned to the Institute, and are punitive in nature. Violators are subject to prosecution under Article 92 of the Uniform Code of Military Justice and/or adverse administrative action. Civilian personnel violating a policy are subject to disciplinary action as appropriate. Published policies should be posted on unit/activity bulletin boards or electronic mediums. Further, commanders must ensure newly assigned personnel understand these policies, preferably through training at their new arrival orientation program.
3. Policies may be revised, rescinded or established over time. Recommendations for new memoranda or revisions to existing policies will be submitted for my review and approval.
4. READINESS STARTS HERE!


EDGAR E. STANTON III
Brigadier General, USA
Commanding



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MEMORANDUM FOR ALL Soldier Support Institute (SSI) Personnel

SUBJECT: Policy Memorandum #2 – Open Door Policy

1. My door is open to any member of this command, military or civilian, who has an issue or problem that cannot be satisfactorily resolved at lower echelons of command. Subordinate commanders in the Soldier Support Institute have established similar open door policies, but on occasion it may be necessary to bring matters to my attention.
2. Due to my frequent travels and full schedule, appointments may be scheduled through my aide or secretary.
3. Commanders and supervisors will ensure that their personnel are aware of this policy.
4. READINESS STARTS HERE!

Edgar E. Stanton III
EDGAR E. STANTON III
Brigadier General, USA
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MEMORANDUM FOR All Soldier Support Institute (SSI) Personnel

SUBJECT: Policy Memorandum #3 - Prevention of Sexual Harassment

1. I am totally committed to the Army's Sexual Harassment Policy, which demands respect for the human dignity of all soldiers, their family members, and Department of the Army civilians. Sexual harassment is a violation of professional ethics and integrity. It is unacceptable conduct and will not be tolerated. Sexual harassment destroys teamwork and negatively affects command readiness. The prevention of sexual harassment is everyone's responsibility. Leaders set the standards for soldiers and DA civilians to follow.

2. Sexual harassment is a form of gender discrimination that involves unwelcome sexual advances, request for sexual favors, and other verbal/physical conduct of a sexual nature when:

a. Submission to, or rejection of, such conduct is made either explicitly or implicitly a term or condition of a person's job, pay, or career; or

b. Submission to, or rejection of, such conduct by a person is used as a basis for career or employment decisions affecting that person; or

c. Such conduct has the purpose or effect of unreasonably interfering with an individual's work performance, or it creates an intimidating, hostile, or offensive working environment.

3. Soldiers, family members, and DA civilians should report all cases of sexual harassment through their chain of command, EO Representative, SSI EO Advisor, or one of the alternate agencies listed in AR 600-20, Appendix E-1a (2) (Inspector General, Chaplain, Provost Marshal, Medical Agency Personnel, Staff Judge Advocate, and/or Housing Referral Office). Depending on the nature of the complaint, civilians may be referred to the Post EEO for further assistance. Importantly, individuals who report sexual harassment (to include witnesses) will be protected from threats or acts of reprisal. Threats or acts of reprisal should be reported to the DoD IG Hotline at (800) 424-9098 or DSN 664-8799. It is strongly encouraged to also simultaneously report such misconduct with the chain of command and Post IG Office, DSN 734-5580.

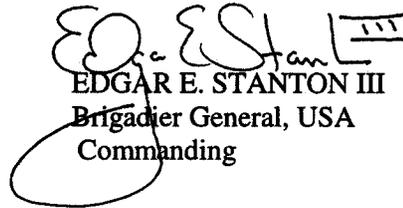
4. High standards of honesty, integrity, and conduct are essential to assuring the successful accomplishment of our mission. Unwelcome touching, sexual jokes, innuendoes, inappropriate e-mails, or posting of sexually revealing pictures, posters, cartoons, etc. violate these standards.

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SUBJECT: Policy Memorandum #3 - Prevention of Sexual Harassment

5. We all share the responsibility for helping to eradicate sexual harassment. Whether we are military or civilian, and whether or not we are in a command or supervisory position, we must not condone or ignore this offensive and demeaning behavior. We must deal with it swiftly and fairly whenever it occurs, so that we foster a work environment that reflects our standards of excellence.

6. READINESS STARTS HERE!

A handwritten signature in black ink, appearing to read "Edgar E. Stanton III". The signature is written in a cursive style with some capital letters. Below the signature, the name and title are printed in a standard font.

EDGAR E. STANTON III
Brigadier General, USA
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MEMORANDUM FOR All Soldier Support Institute (SSI) Personnel

SUBJECT: Policy Memorandum #4 - Equal Opportunity (EO)

1. It is my policy to provide equal opportunity and fair treatment for military personnel, family members and DA civilians without regard to race, color, religion, gender, or national origin, and provide an environment free of sexual harassment and discrimination.
2. The EO program objectives for the SSI will focus on the following:
 - a. Eliminating discrimination, sexual harassment, prejudice, insensitive behavior and verbal abuse.
 - b. Strengthening the command climate by reinforcing the importance of dignity and respect.
 - c. Maximizing readiness by proactively preventing incidents from occurring in the first place.
3. Discrimination based on race, color, gender, religion, or national origin cannot and will not be tolerated within this command. Accordingly, each commander will serve as the EO Officer for his or her respective organization. This responsibility will not be delegated. Furthermore, they are charged with setting the example and ensuring that all personnel under their direction receive equality of opportunity and are not subject to discriminatory practices. The chain of command, whether military or civilian, is the primary channel for correcting discriminatory practices and for communications on EO matters. Commanders and supervisors will be prohibited from initiating any type of disciplinary or adverse action against any soldier or civilian employee because the individual registered a complaint. Additionally, commanders will establish robust EO training programs based on the Consideration of Others philosophy. This, and all other EO Program components will be monitored through established Affirmative Action Plans, unit Quarterly EO training, Quarterly Narrative and Statistical Reviews (QNSRs), and Quarterly Training Briefs (QTBs).
4. I charge all personnel of this command to report and eradicate biases and prejudices. I expect leaders at all levels to use the administrative and disciplinary tools available to take swift and positive action to assure a healthy EO environment. Should a soldier, civilian employee, or family member believe that they are a victim of discrimination or sexual harassment, they should immediately present their concerns to their chain of command for resolution. Detailed complaint procedures are outlined in a separate policy (Equal Opportunity Complaint Process Policy Letter). They may also contact their unit/organization Equal Opportunity Representative, SSI EO Advisor, or other alternate agencies such as the Chaplain, Inspector General, Provost Marshall, Medical Agency Personnel, Staff Judge Advocate, and/or Housing Referral Office.

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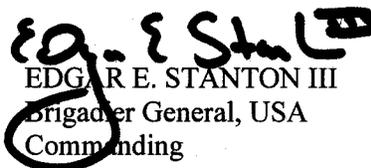
SUBJECT: Policy Memorandum #4 - Equal Opportunity (EO)

5. Commanders and directors will prominently display this memorandum throughout their activities. Not only this, but also all commanders must publish and post the following separate written EO policy letters:

- a. Equal Opportunity Policy
- b. Prevention of Sexual Harassment
- c. Equal Opportunity Complaint Procedures

6. The SSI EO Hotline is 751-8110.

7. READINESS STARTS HERE!


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MEMORANDUM FOR All Soldier Support Institute (SSI) Personnel

SUBJECT: Policy Memorandum #5 - Equal Employment Opportunity (EEO)

1. I am a strong advocate of the Department of the Army policy to provide equal opportunity in employment on the basis of merit, fitness, and capability without discrimination due to race, color, gender, religion, national origin, age, physical or mental handicap or reprisal. This applies to all employment-related actions (e.g., appointments, promotions, reassignments, discipline, training, etc.). I am personally committed to fully realizing this policy goal within the SSI.
2. The SSI must assume a leadership role in assuring equality of opportunity in employment. As a means to reach the goal of a more diverse work force, awareness and support for affirmative employment programs is highly encouraged. The Department of the Army has several emphasis special programs including the Federal Women's Program, Hispanic Employment Program, Black Employment, and the Handicapped Individual's Program. These programs serve as a means of ensuring EEO in hiring, advancement, training and treatment of minorities, women, and handicapped individuals.
3. I expect all supervisors to demonstrate their support for EEO as part of their overall performance. Non-supervisory personnel must accept personal responsibility for assuring that their personal conduct in the workplace is free of prohibited discrimination.
4. Civilian employees who believe they are a victim of discrimination related to EEO should speak with their supervisory chain, and can speak with the SSI EO Advisor or Post EEO Office for further guidance.
5. As we build a truly diverse work force, we must appreciate and fully use the strength of that diversity. I expect full cooperation in support of affirmative employment programs and everyone's personal commitment to incorporate the spirit and intent of EEO into every aspect of personnel management initiatives.
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MEMORANDUM FOR All Soldier Support Institute (SSI) Personnel

SUBJECT: Policy Memorandum #7 - Equal Opportunity (EO) Complaint Process

1. The EO complaints processing system addresses complaints that allege unlawful discrimination or unfair treatment on the basis of race, color, religion, gender, and national origin. The processing of EO complaints through the unit chain of command is strongly encouraged, but it is not the only channel available to soldiers to resolve complaints. Attempts should always be made to solve problems at the lowest possible level within an organization.
2. Should the complainant feel uncomfortable in filing a complaint with his/her chain of command, or should the complaint be against a member of that chain of command, a number of alternative agencies exist through which the issues may be identified for resolution. Each of these agencies provides expertise in very specific subject areas. Commanders will not preclude soldiers from using these channels in accordance with the procedures inherent/established by these agencies:
 - a. Someone in a higher echelon of the complainant's chain of command
 - b. Equal Opportunity Representative (EOR)
 - c. Equal Opportunity Advisor (EOA)
 - d. Inspector General
 - e. Chaplain
 - f. Provost Marshal
 - g. Medical agency personnel
 - h. Staff Judge Advocate
 - i. Housing Referral Office
3. Complaints by civilian personnel alleging discrimination should be handled in accordance with the procedures contained in AR 690-600, or as described in DoD and Department of the Army policy implementing 10 U.S. Code 1561, or as provided for in any applicable collective bargaining agreement.

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SUBJECT: Policy Memorandum #7 - Equal Opportunity (EO) Complaint Process

4. Any complaint that a soldier, family member, or DA civilian does not wish to file in writing is considered an informal complaint. Informal complaints may be resolved directly by the individual, with the help of another unit member, the commander or other person in the complainant's chain of command. Typically, those issues that can be taken care of informally can be resolved through discussion, problem identification, and clarification of the issues. An informal complaint is not subject to time suspense nor is it reportable. It is recommended that anyone working on the resolution of informal complaints should prepare a memorandum of record (MFR).

5. A formal complaint is one that a complainant files in writing and swears to the accuracy of the information. Formal complaints require specific actions, are subject to timelines, and require documentation of the actions taken. A brief summary of all formal EO complaints will be provided to me through the chain of command within 72 hours of receipt by the commander or alternate agency. In turn I will provide notification to the first General Courts-Martial Convening Authority (the Post CG) within 72 hours after my notification. I expect the chain of command to follow the guidelines for investigation and summary as outlined in AR 600-20, Army Command Policy, Appendix E, Paragraph E-5.

6. Should a soldier, civilian employee, or family member believe that they are a victim of discrimination or sexual harassment, they should immediately present their concerns to their chain of command or supervisory chain for resolution. They may contact the respective organizational Equal Opportunity Representative, and/or the SSI Equal Opportunity Advisor at the SSI EO Hotline at 751-8110.

7. I will not tolerate any acts of reprisal, or attempts to suppress someone who wants to file a complaint.

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MEMORANDUM FOR ALL Soldier Support Institute (SSI) Personnel

SUBJECT: Policy Memorandum #8 – Commander's Safety Policy

1. The Army's safety program is a primary means for conserving our fighting strength and protecting our workforce. To be effective our safety program must extend far beyond words, slogans and policies to become a way of life for each of us.
2. Safety, for the most part, is a matter of applying common sense practices and procedures. It is a matter of embracing high standards, and maintaining a continuing safety awareness in all activities. There is no place for carelessness, or complacency in our activities.
4. The integration of risk management into all on and off duty activities is imperative to the accomplishment of safe and realistic training. I hold each leader in SSI responsible for ensuring comprehensive and sound risk management practices are used at all times.
5. Leadership for our safety program is a command responsibility. Every leader has a personal responsibility to make safety a primary consideration in all of their actions and those of their subordinates. Just as I am the SSI Safety Officer, the SSI commandants, commanders and directors are the safety officers for their respective organizations and thus directly responsible for protecting the soldiers and civilians entrusted to them.
6. I charge each of you to make safety a way of life.
7. READINESS STARTS HERE!


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MEMORANDUM FOR ALL Soldier Support Institute (SSI) Personnel

SUBJECT: Policy Memorandum #9 – General Officer Correspondence

1. Anyone in the Soldier Support Institute who receives correspondence directly that is signed by a General Officer will provide a copy to my office by the end of the duty day. Personal correspondence and documents I have seen are exempt from this requirement.
2. Additionally, plans to invite General Officers and civilian equivalents to visit the Soldier Support Institute and its environs require my prior approval. When requesting my approval, provide the time frame proposed, the purpose of the visit, and your plan for conducting the visit. The inviting office will ensure coordination is made with the Protocol Officer.
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MEMORANDUM FOR ALL Soldier Support Institute (SSI) Personnel

SUBJECT: Policy Memorandum #10 – Standards of Conduct

1. All members of the Soldier Support Institute are expected to maintain the highest standards of integrity and conduct in all official actions. Commanders and commandants will ensure that all newly assigned personnel, both students and permanent party, are briefed on the Joint Ethics Regulation (JER) and this policy memorandum. In addition, each assigned member of the Institute will review the JER and this policy annually.
2. Government service or employment brings with it a public trust that requires us to place loyalty to the nation, ethical principles, and the public law above private gain and other interests. This is a trust we accept willingly and without reservation.
3. Department of Defense's policy contained in DoD 5500.7-R, JER is clear. It states that all of us, military and civilian, must refrain from engaging in any private business or professional activity that creates a conflict of interest between private interests and the public interests of the United States. Any actions, whether or not specifically prohibited by law or regulation, which give the appearance of using a public office for private gain or preferential treatment must be avoided. The appearance of unethical conduct is as damaging as an actual act of misconduct.
4. The regulation also prohibits the solicitation of contributions from other DoD personnel for a gift to an official superior, giving donations or gifts to an official superior, or accepting donations or gifts from subordinates. Exceptions are permitted for special occasions such as marriage, illness, transfer, or retirement provided certain dollar limits are not exceeded. Class gifts to the Soldier Support Institute are permissible, provided contributions are voluntary.
5. If in doubt about a particular action, consult the regulation or contact the Ethics Counselor assigned to the Staff Judge Advocate's Office.
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MEMORANDUM FOR ALL Soldier Support Institute (SSI) Personnel

SUBJECT: Policy Memorandum #11 – Senior Subordinate Relationships

1. At the heart of an effective Army lies a series of customs and time-proven relationships between soldiers of different ranks that provide the foundation for discipline, good order and high morale. AR 600-20, which I consider mandatory reading by all members of this command and our officer and noncommissioned officer students, provides a wealth of important guidance and the standards for proper conduct.
2. Our training mission poses special challenges and places unique regulatory requirements on maintaining proper relationships among our students and between students and permanent party cadre. Special guidance for both on and off-duty associations, which is applicable to all SSI students and cadre, is contained in SSI Regulation 600-3, Student and Permanent Party Personnel Relationships. Responsibilities for assuring the proper orientation of all personnel on this guidance are also included.
3. Commandants, commanders, and the members of our chains-of-command are responsible for enforcing proper senior subordinate relationships, and the equally important task of developing our subordinates and students in these key aspects of our profession.
4. Individuals encountering improper conduct should immediately bring the matter to the attention of their chain of command, commander, commandant or the Inspector General.
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MEMORANDUM FOR ALL Soldier Support Institute (SSI) Personnel

SUBJECT: Policy Memorandum #12 – Energy Conservation Plan

1. References:

- a. AR 11-17, Army Energy Program
- b. Fort Jackson Regulations 420-7, Energy Conservation Program

2. Commanders, commandants and supervisors are responsible for ensuring energy conservation procedures and goals are established and followed by all personnel assigned or attached to the SSI. We must stay within established guidelines set forth in the above stated references for conservation of energy, fuel, and all of our valuable resources.

3. All military and civilian personnel must ensure our resources are conserved by using the recycling program, turning lights off when not in use and making energy conservation suggestions through the SSI Energy Conservation Representative, Training Support Battalion S4. Collectively we will achieve the energy conservation goals established by the Department of the Army, TRADOC and Fort Jackson.

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EDGAR E. STANTON III
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MEMORANDUM FOR ALL Soldier Support Institute (SSI) Personnel

SUBJECT: Policy Memorandum #13 – Post-Graduation Travel Safety

1. Experience indicates our students enter a particularly vulnerable period after they graduate from our courses and drive to their home station or next duty assignment. During these times, students frequently attempt to drive prolonged distances and tend to disregard many common sense safety practices.
2. It is the policy of this command that all students traveling from this command by POV will depart their SSI training appropriately rested, with serviceable vehicles, and well briefed on the hazards of extended travel and the means to counter them. Every attempt will be made to assure graduation and installation clearance activities are accomplished early in the day to allow for significant travel that day. In addition, safety briefings and inspections will be conducted not more than 72 hours before graduation.
3. Commandants will ensure this policy is implemented. As appropriate, they will also direct the scheduling and conduct of training and the accomplishment of other actions, which further support the intent of this policy.
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MEMORANDUM FOR ALL Soldier Support Institute (SSI) Personnel

SUBJECT: Policy Memorandum #14 – Complaint/Grievance Process

1. I am concerned about the welfare of all members of this command. I encourage leaders to create a positive work environment, free of neglect, undue pressure or harassment, and conducive to open communication. As our most valuable assets, our soldiers and civilians must be treated with dignity and respect, and afforded every opportunity to have their concerns heard.
2. All SSI personnel have the right to voice their complaints, grievances, concerns, and issues, and to be heard by their chain of command. They also have the right to register complaints with or without first consulting their chain of command, without retribution.
3. I encourage all individuals to use the command channels to first discuss complaints, allegations, or requests for assistance. All leaders should be available to listen to subordinates and assist them with their concerns. Nonetheless, all members of this command who have an issue that cannot be satisfactorily resolved at lower echelons, should elevate their concerns through their chain of command.
4. I have an open door policy extended to all members of this command. As such, I am available to assist individuals with issues or problems that cannot be resolved at lower levels.
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MEMORANDUM FOR ALL Soldier Support Institute (SSI) Personnel

SUBJECT: Policy Memorandum #15 – Ethical Conduct and Private Organizations

1. REFERENCE. DOD 5500.7-R Joint Ethics Regulations (JER)
2. Many private organizations promote professional and personal development and active participation in community affairs. However, you must be knowledgeable of, and adhere to proper ethical conduct when supporting or participating in a private organization.
3. Conflicts of interest, or the appearance thereof, often arise in issues associated with private organizations. Your duty as a federal employee must remain separate and distinct from involvement in a private organization.
 - a. Army personnel active in a private organization may not take official action on financial matters. Official decisions, e.g., use of space in a facility, must be passed to immediate superiors.
 - b. Do not use an official title, position, or office in association with a private organization, e.g., targeting subordinates during a membership drive. Any coercion of subordinates is prohibited.
 - c. Private organizations operate during off duty time. Occasionally, use of government equipment or time may be authorized by the first commissioned military officer, or civilian, GS-12 or above in your supervisory chain. However, your use of other employees' time and government copiers are prohibited.
4. You are cautioned to challenge actions that may give the appearance of a conflict of interest. If you are aware of, or suspect a violation of the Joint Ethics Regulation, report the matter through your chain of command. The chain of command is the primary means of reporting these violations however; if you feel you must use other reporting procedures, you can contact the installation IG, Ethic Counselor in the Staff Judge Advocate's office, or CID.
5. READINESS STARTS HERE!

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MEMORANDUM FOR ALL Soldier Support Institute (SSI) Personnel

SUBJECT: Policy Memorandum #16 – Internet Use

1. The internet provides SSI personnel with a rapidly expanding technology that holds great promise for the future. While the Army and other defense and government agencies have taken initial steps to harness this technology, its vast potential has yet to be fully developed.

2. Army-provided access to the internet is for official use and authorized purposes (with appropriate permission) only. Authorized purposes are activities which, although not official business, benefit the government. Authorized purposes can be reasonable personal communications made from the workplace, to include communications by E-mail and brief internet searches, and professional development, provided such use:

- a. Causes no adverse impact on the employee's official duties;
- b. Is of reasonable duration and during personal time (e.g., before or after the workday, break periods or lunch);
- c. Serves a legitimate public interest (e.g., enhancing employee proficiency in use of the system, or enhancing professional skills); and
- d. Causes no adverse reflection on DoD.

Supervisors may grant permission to use computers for authorized purposes as outlined above. When permitted, such use will not detract from primary duties and mission accomplishment. You may not use your computer for anything other than official business without specific permission from your supervisor.

3. Individual use of the internet may be monitored. Using the internet for unofficial purposes or any other inappropriate use may subject the user to administrative and judicial actions.

4. READINESS STARTS HERE!

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Brigadier General, USA
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