

# Commander's Policy Letters



DEPARTMENT OF THE ARMY  
BUFFALO DISTRICT, CORPS OF ENGINEERS  
1776 NIAGARA STREET  
BUFFALO, NEW YORK 14207-3199

REPLY TO:  
ATTENTION OF:

CELRB-DE

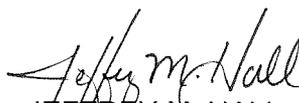
09 September 2002

MEMORANDUM FOR: All Employees, Buffalo District

SUBJECT: Commander's Policy Letter No. 1 – Open Door Policy

1. An organization, by design, is a hierarchical structure that relies upon the supervisors in the chain to perform many functions, one of which is to attend to and attempt to solve personal problems. I encourage all employees to use their supervisory chain of command before exercising their right to see me. However, I realize situations may occur where a person feels that his/her supervisor is not able to solve the problems. An employee might, out of necessity or for personal reasons, want to seek a higher level recourse or solution.

2. Accordingly, as Commander of the Buffalo District, I establish and Open Door Policy. My office will be open for any employee who has legitimate concerns, problems, or suggested improvements that cannot be handled through his/her supervisory chain or existing channels. This policy is applicable to all Buffalo District personnel at all levels. So that these issues may be given the proper attention, please make every attempt to schedule appointments through the Executive Secretary.

  
JEFFREY M. HALL  
LTC, EN  
Commanding



DEPARTMENT OF THE ARMY  
BUFFALO DISTRICT, CORPS OF ENGINEERS  
1776 NIAGARA STREET  
BUFFALO, NEW YORK 14207-3199

REPLY TO:  
ATTENTION OF:

CELRB-DE

09 September 2002

MEMORANDUM FOR: All Employees, Buffalo District

SUBJECT: Commander's Policy Letter No. 4 – Drug-Free Workplace

1. References:

- a. AR 600-85
- b. EM 385-1-1
- c. Executive Order 12564

2. It is Army policy that DA civilian employees must refrain from alcohol abuse or using drugs illegally, whether on or off duty. Substance abuse is inconsistent with the high standards of performance, discipline, and readiness necessary to accomplish the Army's mission. At no time while on duty may an employee be under the influence of alcohol, narcotics, intoxicants, or similar mind-altering substances. Employees found under the influence of such substances will be immediately removed from the job site.

3. I am committed to the well-being of our employees, the successful accomplishment of our mission, responsiveness to our customers, and the fulfillment of our responsibilities to the public we serve.

  
JEFFREY M. HALL  
LTC, EN  
Commanding



DEPARTMENT OF THE ARMY  
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REPLY TO:  
ATTENTION OF:

CELRB-DE

09 September 2002

MEMORANDUM FOR: All Employees, Buffalo District

SUBJECT: Commander's Policy Letter No 5 – Transfer of Authority

1. References:

- a. AR 600-20, Army Command Policy
- b. ER 10-1-2, U. S. Army Corps of Engineers Division and District Offices

2. In the absence of the Commander, the Deputy Commander will assume responsibility for District Operations. As always, urgent matters will be relayed to the Commander as expediently as possible.

3. In the absence of both the Commander and the Deputy Commander, the responsibility for District Operations will be assumed by the senior civilian personnel in the following order of precedence:

- a. Deputy District Engineer for Programs, Projects, and Planning Management
- b. Chief, Technical Services Division
- c. Chief, Office of Counsel

A handwritten signature in black ink that reads "Jeffrey M. Hall".

JEFFREY M. HALL  
LTC, EN  
Commanding



REPLY TO:  
ATTENTION OF:

DEPARTMENT OF THE ARMY  
BUFFALO DISTRICT, CORPS OF ENGINEERS  
1776 NIAGARA STREET  
BUFFALO, NEW YORK 14207-3199

Exp: Indefinite

CELRB-DE (310-2d)

15 DEC 2000

MEMORANDUM FOR: All Buffalo District Employees

SUBJECT: Commander's Policy Letter No. 1 - Open Door Policy

1. An organization, by design, is a hierarchical structure that relies upon the supervisors in the chain to perform many functions, one of which is to attend to and attempt to solve personal problems. Although I encourage all employees to use their supervisory chain before seeing me, I realize that situations may occur where a person feels that the supervisor is not able to solve his/her problem. An employee might, out of necessity or for personal reasons, want to seek a higher level recourse or resolution.

2. Accordingly, as Commander of the Buffalo District, I establish an OPEN DOOR POLICY. My office will be open for any employee who has legitimate concerns, problems or suggested improvements that cannot be handled through existing channels. This policy is applicable to all Buffalo District personnel at all levels. So that these issues may be given the proper attention, please make every attempt to schedule appointments through the Executive Secretary.

  
GLEN R. DeWILLIE  
LTC, EN  
Commanding



REPLY TO  
ATTENTION OF

**DEPARTMENT OF THE ARMY**  
**BUFFALO DISTRICT, CORPS OF ENGINEERS**  
**1776 NIAGARA STREET**  
**BUFFALO, NEW YORK 14207-3199**

EXP: Indefinite

CELRB-EEO (690-12a)

13 September 2000

MEMORANDUM FOR SEE DISTRIBUTION

SUBJECT: Commander's Policy Letter No. 2 - Equal Employment Opportunity (EEO)

1. The idea of human equality is fundamental to the existence of our great nation. I cannot imagine an America without the many significant contributions of its diverse people. Although there are many profound reasons for fairness in the treatment of our most important resource -- our people -- two come immediately to mind: (1) it is right, and (2) it makes good business sense! If another is necessary, it is the law of our land.
2. Every employee will be treated fairly, with dignity, and respect in all of our interactions. The unique and specialized talents of our employees are too valuable to be wasted by decisions that affect the mission and fairness to our fellow team members. Discrimination based on age, race, color, religion, sex, national origin, physical or mental disability or sexual orientation will not be tolerated. This responsibility is extended to every manager, supervisor, leader and employee throughout this District.
3. In the Buffalo District we will shape a culture that reinforces the importance of investing in people. We must embrace our corporate values of integrity, professionalism, quality and caring into all aspects of our business. I expect managers and supervisors to take positive steps to acquire, develop, and retain a workforce at all levels that is representative of our nation's diversity. All employees share the responsibilities and efforts necessary to promote and maintain a positive work environment free from prejudice or discrimination -- an environment where every Buffalo District employee is empowered and encouraged to reach his or her maximum potential.

/s/

GLEN R. DeWILLIE  
LTC, EN  
Commanding



**DEPARTMENT OF THE ARMY**  
**BUFFALO DISTRICT, CORPS OF ENGINEERS**  
**1776 NIAGARA STREET**  
**BUFFALO, NEW YORK 14207-3199**

REPLY TO  
ATTENTION OF

EXP: Indefinite

13 SEP 2000

CELRB-EEO (690-12a)

MEMORANDUM FOR SEE DISTRIBUTION

SUBJECT: Commander's Policy Letter No. 3 - Prevention of Sexual Harassment

1. It is my policy that any form of sexual harassment is unacceptable conduct and will not be condoned or tolerated. Any person in a supervisory or management position who uses or condones implicit or explicit sexual behavior to control, influence, or affect the career, pay or job of a military member or civilian employee is engaging in sexual harassment. Similarly, any military member or civilian employee who makes deliberate or repeated unwelcome verbal comments, gestures, or physical contact of a sexual nature is also engaging in sexual harassment. Such behavior will not be condoned at any level, be it managerial, supervisory, or co-worker.
2. Individuals who believe they are being sexually harassed should promptly and clearly communicate that the behavior is offensive and unwelcome and report the incident to an appropriate supervisor, manager or the EEO Office. Such conduct, whether it is committed by supervisors, managers, co-workers, or non-employees (contractors, visitors to the workplace, etc), is specifically prohibited and will not be tolerated.
3. I am confident that you will support my commitment to equal opportunity and to the prevention of sexual harassment and discrimination as we continue to maintain the high level of professional behavior and courtesy that marks Buffalo District's commitment to excellence.

  
GLEN R. DEWILLIE  
LTC, EN  
Commanding



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ATTENTION OF:

DEPARTMENT OF THE ARMY  
BUFFALO DISTRICT, CORPS OF ENGINEERS  
1776 NIAGARA STREET  
BUFFALO, NEW YORK 14207-3199

CELRB-SL (380)

Exp: Indefinite

15 DEC 2000

MEMORANDUM FOR All Buffalo District Employees

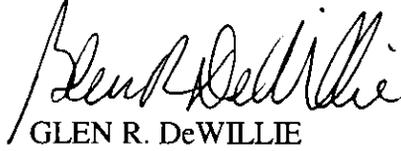
SUBJECT: Commander's Policy Letter No. 4 - Violence in the Work Place

1. It is my responsibility to ensure a safe work place for all employees. I cannot do this alone. Every employee must take part in this most important endeavor. Threatening acts, remarks, or gestures, of any form, are unacceptable in the work place. I will not tolerate violence, intimidation, or other disruptive behavior initiated by anyone in the Buffalo District. All levels of the work force will take reports of incidents seriously and deal with them appropriately. Leadership will take swift and appropriate disciplinary action, including removal if warranted, against anyone engaging in violent or criminal acts, harassing or intimidating behavior, and/or threatening words or deeds. I hold all employees accountable for ensuring their work place is free from threats, intimidation, or fear, and for responding promptly and appropriately to any and all indications of potential problems.
2. National crime statistics show that violence in our society is at an all time high. The work place is not immune from this disturbing trend. There has been an alarming increase in acts of violence in the work place throughout our nation. Work place violence is a multifaceted problem that cannot be prevented or eradicated by a policy or program. Nevertheless, there are positive steps that we have taken and will continue to take to ensure our District work force is insulated from work place violence to the greatest degree possible.
3. We have established a Violence in the Work Place Program that incorporates a Threat Management Plan to aid in achieving our goal of creating a safe and secure work environment that is free from violence or the threat of violence. An awareness and understanding, by all employees, of our program and its supporting elements is essential to the safety and security of our work force. More information concerning work place violence can be found on the web at <http://www.opm.gov>.
4. If you observe or experience violent, threatening, harassing, intimidating or other disruptive behavior on our compound, report it immediately to a supervisor or team leader. Supervisors and team leaders who receive such information will act swiftly to seek advice from the Security Office regarding investigation and appropriate action. **Remember that in an emergency situation, it may be necessary to first call 911, depending on the nature of the incident.**

CELRB-SL

SUBJECT: Commander's Policy Letter No. 4 - Violence in the Work Place

5. Our Violence in the Work Place Program has my full support; however, the program can only be successful with acceptance and support from all employees. We need everyone's cooperation to make this an effective program. I solicit your support in helping us maintain a safe and secure work environment.

A handwritten signature in black ink, appearing to read "Glen R. DeWillie". The signature is written in a cursive style with a large initial "G".

GLEN R. DeWILLIE  
LTC, EN  
Commanding



DEPARTMENT OF THE ARMY  
BUFFALO DISTRICT, CORPS OF ENGINEERS  
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BUFFALO, NEW YORK 14207-3199

REPLY TO:  
ATTENTION OF:

EXP: Indefinite

15 DEC 2000

CELRB-DE (310-2d)

MEMORANDUM FOR All Buffalo District Employees

SUBJECT: Commander's Policy Letter No. 5 – Transfer of Authority

1. References:

- a. AR 600-20, Army Command Policy
- b. ER 10-1-2, U.S. Army Corps of Engineers Division and District Offices

2. Purpose: To establish responsible individuals in the absence of the Commander or Deputy Commander

3. Applicability: All Buffalo District personnel

4. Policy: In the absence of the Commander, the Deputy Commander will assume responsibility for District operations. As always, urgent matters will be relayed to the Commander as expeditiously as possible.

- In the absence of both the Commander and the Deputy Commander, the responsibility for District operations will be assumed by the Senior Civilian personnel in the following order of precedence:

Deputy District Engineer for Programs and Project Management  
Chief, Engineering Division  
Chief, Construction Operations Division  
Chief, Office of Counsel

5. All previously issued designations of order of precedence are hereby rescinded.

  
GLEN R. DeWILLIE  
LTC, EN  
Commanding



REPLY TO:  
ATTENTION OF:

DEPARTMENT OF THE ARMY  
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CELRB-SO (385)

15 DEC 2000

MEMORANDUM FOR All Buffalo District Employees

SUBJECT: Commander's Policy Letter No. 6 - District Safety Policy

1. Each and every member of the Buffalo team is a precious resource. Nothing we do is worth the injury or life of any of our teammates.

2. It is my goal that each employee has the safest possible work environment and is actively engaged in accident and hazard prevention on a daily basis. Members of the Buffalo team must individually and collectively develop this safety mentality as THE way of doing business, whether it is at a workstation, in an office, or in the field on a construction project.

3. The key to this safety mindset is through active participation by every employee in the Activity Hazard Analysis (AHA) process. This process identifies the hazards involved in the work and activities to reduce or eliminate those hazards. This powerful safety tool is most successful when EVERYONE uses it routinely. I expect everyone to fully participate in the AHA process. Finally, supervisors are the quality control step in validating the AHA process.

4. Each employee is responsible for ensuring that his or her work is performed safely. Additionally, each employee also has an obligation as a member of the Buffalo District team to ensure others are performing their work safely.

5. Supervisors' roles center on training and quality assurance. Supervisors must ensure all employees receive adequate and proper training for their jobs. Additionally, it is imperative that all supervisors provide safe work areas for their employees and periodically conduct safety inspections of the work area and jobsite.

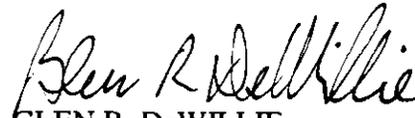
6. The Buffalo team extends to all of our navigation and contractor partners. We must remain vigilant on all of our project sites and partner with our teammates to make the work environment as safe as possible.

7. Managers and Supervisors at all levels will establish a time commitment integrating Safety into their business processes. Safety will be a topic of discussion at branch/section meetings, and a key component of daily Tailgate/Toolbox Meetings.

CELRB-SO

SUBJECT: Commander's Policy Letter No. 6 - District Safety Policy

8. We will use the Five Star, Seven Castle Program as a means of measuring our goals of maintaining a safe workplace. Specific objectives and a campaign plan are published under separate cover, but it is my goal to reach Seven Castle recognition by 30 June 2001, and Five Star District safety recognition by 31 December 2001.

  
GLEN R. DeWILLIE  
LTC, EN  
Commanding

Exp: Indefinite

CELRB-IM (25)

26 September 2000

MEMORANDUM FOR All Buffalo District Employees

SUBJECT: Commander's Policy Letter No. 7 - Communications and Information Technology (IT)

1. References:

- a. AR 25-1, The Army Information Resources Management Program
- b. AR 380-19, Information Systems Security
- c. AR 105-6, Standardized Telecommunications Program
- d. JER, Joint Ethics Regulation (DOD 5500.7-R)
- e. JTR, Joint Travel Regulation, Vol. 2
- f. ER 25-1-2, Life Cycle Management of Automated Information Systems (AIS)
- g. ER 25-1-70, Corps of Engineers Automation Plan Objective IA (CEAP-IA)  
Command, Control and Management
- h. ER 25-74, Electronic Mail
- i. ER 25-99, Management and Use of Corps' Web

2. Purpose: This letter establishes policy for the Buffalo District on all communications and IT issues.

3. Applicability: All Buffalo District employees.

4. Responsibilities:

- a. Chief, IMO is responsible for issuing and assisting in the compliance of this policy.
- b. Supervisors will ensure all employees are in compliance with this policy.
- c. District employees will ensure they use all IT and communications assets according to this policy.

5. Background: This policy does not address copyright issues. Infringing on a copyright is illegal and will not be tolerated.

6. Policy:

a. Personal Use: This is an activity done for other than official or otherwise authorized purposes. Employees are prohibited from using government office equipment to maintain or support a private business. Examples of this include employees using a government computer or Internet connection to run a

travel business. The ban on using government office equipment to support a private business also includes assisting relatives, friends, or others in such activities. Employees may, however, make limited personal use of government office equipment. Typical examples of acceptable personal use are: to check a Thrift Savings Plan, to check other personal investments, to seek employment, to communicate with a volunteer charity, to copy your income tax return, to e-mail a child at school or to FAX an insurance agent.

b. Internet Use: Employees may use the Internet for business and enhancing professional skills. To insure that the Internet use does not adversely affect official duties and serves a legitimate public interest, use of the Internet is subject to the following restrictions:

1. The USACE communications system may not be overburdened, nor may use of the system create significant additional cost to USACE. Users are not authorized to incur any usage fees or tolls on the Internet. Any subscription fees or usage fees should be routed to the appropriate official before they are incurred.

2. USACE resources may not be used in a manner, which would reflect adversely on the Army or which is incompatible with public service. The following uses are specifically prohibited: soliciting business; group mailings offering items for sale; group mailings announcing events sponsored by a non-federal entity without the prior approval of the Commander or supervisor; any type of chain letter; chat rooms; soliciting, campaigning or promoting a political organization or candidate; and storing, processing, displaying, sending, downloading or otherwise transmitting offensive language or material, i.e., pornography, hate-mail.

3. Use of Internet resources, whether for official or personal use, serves as consent to monitor. Remember that use of the Internet is not secure and is not anonymous. Every site you visit knows who you are. This could subject you to unsolicited e-mail or other mailings. Before you spend too much time looking for information on the web, consider asking our librarian for his assistance. He has access to resources that are not available to you.

c. Security: The LAN is protected with the latest release of virus protection software. Individual PCs are updated after the LAN and therefore can be more susceptible to virus attacks. Users should exercise common sense when bringing files into the office. Do not copy these files onto our PC unless you really need them there. Passwords should never be publicly displayed nor stored in an obvious place, for example under your keyboard.

d. Cellular Telephones: The District will provide cell telephones to employees as required for their work. The need for cellular telephones will be reviewed periodically. When using a cell phone, employees will follow common sense safety practices, such as: not talking on phone while driving (Pull over to talk)<sup>1</sup>, not using the phone when filling a gas tank, turning it off in blast zones and securing it in its carrying case (not on the passenger's seat in a car). When working on or near water, ensure cell phones are attached to a harness or safety cord to prevent accidental loss or damage.

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<sup>1</sup> Note: New York State Law requires all in car cell phone use to be hands free.

e. Telephones: Government telephones should only be used for official business. Official business calls include: calls within our commuting area to advise family of schedule changes, calls to make family arrangements; emergency calls, calls within the commuting area that can only be made during normal working hours, brief calls to a spouse, children or guardian. Also when an employee is on TDY, they may use the government calling card or be reimbursed for the same calls allowed at the official duty station. Calls on TDY should average no more than 30 minutes per day on the government calling card or no more than \$5 per day commercial. Supervisors are responsible for doing periodic reviews of the telephone usage reports. Misuse of the telephones could result in your reimbursing the government for the costs and a disciplinary action.

f. Pagers: The District will provide pagers to employees as required by their work. The need for pagers will be reviewed periodically.

g. E-mail: E-mail while considered a private communication is subject to monitoring for security or whenever criminal activity is suspected. The District may, in an emergency, read an employee's E-mail. The E-mail bulletin boards are to be treated the same as the physical bulletin boards around the building. You may not advertise for businesses, whether yours or someone else's. However, one time personal sales are permitted. The bulletin boards may also be used for non-profit organizations. Organizations such as the Combined Federal Campaign, Emergency and Disaster Appeals approved by OPM, Army Emergency Relief, Navy-Marine Corps Relief Society, and Air Force Assistance Fund may use the bulletin boards. Other organizations composed primarily of DOD employees may also use the bulleting boards when approved by the head of the DOD component command or organization. Posting of information from political or religious non-profit organizations is not authorized. If you are in doubt, contact the Office of Counsel. Abuse of E-mail could result in a disciplinary action.

g. Government Records: It is the responsibility of every employee to ensure government records are preserved - this includes E-mail. Any E-mail that might be an official government record should be copied to the appropriate record coordinator or project manager.

h. CEAP-1A Computing Systems: These systems are for government work only.

7. Questions concerning any of these policies may be directed to Mr. Charles Zernentsch, Chief, Information Management Office at 716-879-4303.

/s/  
GLEN R. DeWILLE  
LTC, EN  
Commanding



DEPARTMENT OF THE ARMY  
BUFFALO DISTRICT, CORPS OF ENGINEERS  
1776 NIAGARA STREET  
BUFFALO, NEW YORK 14207-3199

Exp: Indefinite

REPLY TO:  
ATTENTION OF:

15 DEC 2000

CELRB-CT (715)

MEMORANDUM FOR Credit Card Approving/Certifying Officials

SUBJECT: Commander's Policy Letter No. 8 - Preventing Credit Card Misuse/Fraud

1. Reference:

a. Department of the Army SARD-PI (DoD) memo, 3 April 1997, subject: Purchase Card Reengineering Implementation Memorandum #1: Certifying Officer Guidance, designate credit card approving officials as certifying officers subject to pecuniary liability under 31 USC 3528.

b. DoD memo, 17 October 1996, SAB.

2. Purchase:

The new credit card certifying procedures, also issued by DA, require certifying officials to certify credit card statements for payment, even when they contain a transaction suspected or known to be improper. This causes concern on the part of those certifying officials regarding how they can lessen or eliminate their liability in these instances.

This policy letter is intended to establish guidelines and procedures to assist our Certifying Officials in preventing credit card fraud and identify steps to take in the event credit card fraud is suspected.

3. Policy:

a. Certifying Officials should first familiarize themselves with the restrictions and prohibitions that exist regarding the use of credit cards.

b. Internal controls should be established, in the form of training or purpose limitations/approvals. They should periodically discuss these restrictions/prohibitions with their cardholders to insure adequate understanding of them. Remind them that questions regarding appropriateness can be addressed to Contracting Division preferably before the purchase is made. Document these discussions for future reference.

CELRB-CT

SUBJECT: Commander's Policy Letter No. 8 - Preventing Credit Card Misuse/Fraud

c. If the Certifying Official discovers a questionable transaction he/she should contact Contracting Division and Office of Counsel to initiate an investigation into the situation.

d. The IMPAC statement must be certified in total; however, the Certifying Official's certification on a statement that contains a questionable purchase, should also be accompanied by a memorandum detailing the known circumstances regarding the questionable transaction. Include any questions regarding the purchase, when you reported it, and to whom.

e. The result of the investigation will determine: whether disciplinary action against the cardholder is appropriate; what type; whether collection action should be initiated; if so, against whom; and any other appropriate actions.

4. Some indications of credit card misuse or fraud:

a. Purchasing items as a result of aggressive marketing efforts (possible favors or gratuities) instead of in response to valid requirements.

b. Failing to develop alternate sources of supply - continually purchasing from a single vendor.

c. Defining needs that can only be met by a single contractor.

d. Splitting requirements so that small purchase procedures can be used to avoid levels of review often demonstrated by frequent small purchases of the same or closely related items.

e. Unneeded specifications that may steer contract to a particular contractor.

f. Awards made without adequate documentation.

g. Purchases of a personal nature, such as clothing, automobile repair parts, etc.

h. Inadequately described purchases (e.g. hardware, or office supplies) so that checks are impossible.

CELRB-CT

SUBJECT: Commander's Policy Letter No. 8 – Preventing Credit Card Misuse/Fraud

5. While it is impossible to provide absolute assurances that following these steps will relieve a credit card Certifying Official of pecuniary liability, establishing and implementing adequate internal controls will greatly reduce the possibility of improper use of credit cards or of fraud occurring undetected.

6. Questions regarding proposed credit card transactions can and should be addressed to Contracting Division, Office of Counsel or F & A.



GLEN R. DeWILLIE

LTC, EN

Commanding

Distribution:

Credit Card Approving/Certifying Officials: (as of 15 December 2000)

Aikin, Sharon  
Borkowski, Donald  
Boglione, Frederick  
Brown, Roger  
Frapwell, Phillip  
Gorecki, Richard  
Griffin, Kathy  
Landahl, John  
Lewis, Raymond  
McCarthy, John  
Price, Mary  
Shoffstall, Gary  
Yalamanchili, Kesavarao  
Yu, Paul  
Zernentsch, Charles



REPLY TO:  
ATTENTION OF:

**DEPARTMENT OF THE ARMY**  
**BUFFALO DISTRICT, CORPS OF ENGINEERS**  
**1776 NIAGARA STREET**  
**BUFFALO, NEW YORK 14207-3199**

EXP: Indefinite

CELRB-LM (37)

**15 DEC 2000**

MEMORANDUM FOR All Buffalo District Employees

SUBJECT: Commander's Policy Letter No. 9 - Official Government Travel and Travel Charge Card

1. It is the policy of Buffalo District that travel will be performed in accordance with the below references:
  - a. Joint Travel Regulation (JTR), Volume II, Civilian Travel
  - b. CELRD-LM Regulation No. 37-2-16, 10 October 1997, Government Travel Card
  - c. CELRB-RM-F, SOP No. 37-4-4, TDY and PCS Travel Procedures
  - d. CELRB-RM-F, SOP No. 37-4-5, Government Travel Charge Card
  - e. CEFC-AO SOP No. UFC 98-05, 12 June 1998, TDY and PCS Procedures
  - f. Agreement Between American Federation of Government Employees Local 2930 AFL-CIO and U.S. Army Engineer District Buffalo, signed 25 June 1998.
  - g. Buffalo District CEFMS Business Process Plan
2. The Commander, in accordance with JTR, C30001, will appoint Travel Approving Officials (TAO) in writing.
3. All persons assigned to Buffalo District should be concerned with the cost of TDY travel. Managers and supervisors will take aggressive steps to achieve savings in administrative travel. Each TAO will consider whether travel is absolutely necessary to satisfactorily accomplish the mission. Make maximum use of available technology for teleconferencing, video conferencing, communication via the World Wide Web, and other alternatives to travel.

CELRB-LM

SUBJECT: Commander's Policy Letter No. 9 - Official Government Travel and Travel Charge Card

4. When travel is necessary, take cost savings measures, such as the following:

a. TAO's should direct the proper mode of transportation by the most expeditious means available and commensurate with the nature and purpose of the duties involved.

b. Reduce the number of conferences and number of attendees.

c. Reduce the number of people on mission TDY.

d. Use tax exempt certificates, whenever possible, at commercial lodgings.

e. Use the Lodging Success Program (LSP) and other DoD web site services to obtain cost efficient lodging.

f. Only authorize rental vehicles when that is the most cost effective means of transport. Limit the number of rental vehicles authorized for one TDY mission.

g. Prepare TDY orders far enough in advance to take advantage of lower fares and government rates.

5. The TAO is responsible for ensuring that travel orders and travel vouchers are cost effective and in compliance with regulatory guidance. Logistics is available to answer questions in the preparation of travel orders and with making transportation arrangements. Finance and Accounting is available to answer questions about travel vouchers and act as liaison with USACE Finance Center for the processing and payment of travel vouchers.

6. All permanent employees who travel at least once a year should have a Government Travel Charge Card - currently a NationsBank Visa Card. Supervisors are responsible for briefing cardholders on their responsibilities to use the card for official use only and to pay bills promptly. The Travel Charge Card Coordinator in Finance and Accounting (F&A) will submit applications for charge cards and act as liaison between the District and NationsBank. F&A will report misuse of the card and delinquent accounts to the supervisor or TAO of the cardholder. The supervisor may take appropriate disciplinary actions. Questions may be referred to Roger Brown, Chief, Resource Management Office (716) 879-4127, or to Linda Jones, Logistics Management Office (716) 879-4102.



GLEN R. DeWILLIE  
LTC, EN  
Commanding



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BUFFALO, NEW YORK 14207-3199

EXP: Indefinite

REPLY TO:  
ATTENTION OF:

CELRB-CP (690)

15 DEC 2000

MEMORANDUM FOR All Buffalo District Employees

SUBJECT: Commander's Policy Letter No. 10 - Decorations, Awards, and Honors

1. References:

- a. AR 672-20, Incentive Awards
- b. CELRDP 672-2-2, Honorary Awards Handbook
- c. BR 690-1-26, Decorations, Awards, and Honors
- d. Agreement with AFGE Local 2930 (Article 39)

2. **Purpose:** This memorandum establishes Buffalo District policy guidance on all awards for District employees. "Awards" include Superior Accomplishment Awards (Special Act or Service Awards, On-the-Spot Cash Awards, and Time Off Awards, etc.), Performance Awards (TAPES-related, Quality Step Increases (QSI), Suggestions Program Awards, and Honorary Awards. CPAC will oversee the administration of this program. Attached is a list of Honorary Awards to be assigned responsible offices for institutional continuity. More specific details pertaining to the awards addressed in this policy are outlined in chapters 4,5,6, 7 and Appendix A of AR672-20 dated June 1993. Supervisors should each review not only the specifically mentioned chapters of AR 672-20, but also pay particular attention to tables 7-1 and 7-2 as a guideline for determining award amounts.

3. **Policy:** Supervisors use Awards to recognize and reward individuals and teams for performance that *clearly exceeds* what would normally be expected of them. As Commander, I will ensure that our supervisors recognize deserving employees equitably throughout the District. Remember that Team Awards may not supplement Annual performance Awards. Employees may not be rewarded for the same work through a Team Award and then again for the Annual Performance Award. The SLC will periodically review the distribution of all awards by monitoring reports prepared by CPAC.

a. Performance Awards. Division and Office Chiefs are delegated authority to approve performance awards up to \$2000 as long as it is in accordance with AR 672-20 Chapter 5. Division and Office chiefs should closely monitor the issuance of performance awards ensuring an equitable distribution within their respective organizations. It is the responsibility of Division and Office Chief to monitor their own awards budget in accordance with referenced guidance and budget guidance received through Buffalo District Command Channels.

CELRB-CP

SUBJECT: Commander's Policy Letter No. 10 - Decorations, Awards, and Honors

b. **Superior Accomplishment Awards.** Superior Accomplishment Awards include Special Act or Service awards, On-the-Spot Cash awards, Time off awards, and Team awards. Supervisors may approve up to \$500 for awards in this category with the exception of On-the-Spot cash awards, which cannot exceed \$250 as per paragraph, 4-4 AR 670-20. There is no limit on the number or percentage of District employees eligible to receive superior accomplishment awards outside of the annual performance award process. However, these types of awards will not be used to circumvent the goals established for performance awards.

c. **Suggestion Program Awards.** District employees may be recommended to the Commander for awards through the District Suggestion Program. These awards will be reviewed by the appropriate division chief and funded by the corresponding division overhead account.

4. **Honorary Awards.** I encourage the use of Honorary Awards as a low-cost, high visibility alternative to cash awards. This includes the awards listed in reference 1b., as well as local honors such as the Public Service Awards (formerly referred to as the Foley Awards) and "Employee of the Year" recognition. Where appropriate, supervisors are strongly encouraged to nominate deserving employees for Honorary Awards authorized by the Department of the Army, as described in Chapter 8 of AR 670-20. and CELRP-672-1-1 (honorary Awards Handbook). This listing is available on the Internet through the Division Homepage under "Organization," then "Human Resources," then "Division Regulations." Our CPAC has a hard copy on file for ready reference so you can quickly review the requirements for each award to determine if we have a viable candidate. A copy of the Honorary Awards that we will focus our nomination process attention toward is attached. Note the RESPONSIBLE OFFICE. The Responsible Office is the designated POC for each award. That office is responsible for coordinating with the CPAC Office to establish internal suspense dates for preparing, reviewing and forwarding the award to its respective approval authority.

5. **Fiscal Responsibility.** Managers must exercise fiscal prudence when granting awards. Operating Divisions and Offices will be provided annual guidance on how much to budget for awards. These amounts may be sub-allocated to Branch level, but Division and Office Chiefs are responsible and accountable for staying within their assigned budgets. All awards referred to in paragraph 2 will be funded out of the recipients corresponding overhead account.

6. **Supervisory Responsibility.** Division and Office Chiefs are expected to review their Supervisors' nominations for clarity and compliance with these policies. If, for any reason, a supervisor believes a performance award should be disapproved, the reason(s) for recommendation of disapproval will be annotated on the coordination cover sheet. If an amiable solution cannot be reached through the Division/Office Chief and their subordinate Supervisor or Team Leader, the issue shall be raised to the Deputy Commander for resolution. If necessary, I will consult with the Supervisor(s) on the reason(s) for award nominations or recommendations for disapproval, and I will make the final decision.

CELRB-CP

SUBJECT: Commander's Policy Letter No. 10 - Decorations, Awards, and Honors

7. Questions regarding this Policy Letter should be referred to the CPAC

Attachment



GLEN R. DeWILLIE

LTC, EN

Commanding

Honorary Awards Calendar (Date Due at LRD)

January

5 Contractor Awards for Safe Performance	C-O
15 Div Cdr's Cup for EEO Achievement	A&A/EEO
15 Chief of Engineers' EEO Trophy	A&A/EEO

February

1 SAME Awards	ED
15 USACE Cost Engr of the Year	ED
15 Mouton/Robinson Awards	A&A/PAO
15 Silver Anvil Award	A&A/PAO
15 Safety Perf Awd for Gov't Activities	A&A/SAFETY
20 CELRD Planning Excellence Award	P3M
20 CELRD Outstanding PIng Achvmt Award	P3M
28 CELRD Interpreter of the Year	C-O
28 Keith L. Ware Competition	A&A/PAO,VI

March

1 Outstanding CELRD Empl With Disability	A&A/EEO
1 CELRD Project of the Year	C-O
1 CELRD Natural Resources Empl of the Year	C-O
1 Association of Gov't Accountants Awds (3)	RM
15 Ten Outstanding Young Americans	SLC
30 CELRD Program Mgr of the Year	P3M
30 CELRD Proj Delivery Team of the Year	P3M
30 CELRD Civil Works Progrmng Excell Award	P3M

April

1 Hispanic Engineer of the Year	A&A/EEO
2 Sec Army Awds for Improving Pubs	A&A/IM
2 OPM Award for Outstanding ADR Pgm	A&A/EEO
15 CELRD Leadership Excellence Awd	SLC
15 CELRD Admin&Office Spt Empl of the Year	SLC
15 CELRD Outstanding Technician	ED
15 CELRD Awd for Outst Environ Stewardship	C-O
15 CELRD Awd for Outstanding Achievement	SLC
15 CELRD Civilian of the Year	SLC

May

1 CELRD Award for Engrng Excellence	ED
1 CELRD Designer of the Year Award	ED
15 Women of Color Technology Award	ED
28 Sec Army SADBUs Award	A&A/Contracting
30 GEICO Public Service Awards	A&A/Safety

June

None

July	1 Black Engineer of the Year	ED
August	30 Roger W. Jones Award	SLC
	30 National Public Service Awards	SLC
September	1 NSPE Fed Engineer of the Year	ED
	30 Resource Management Annual Awards	RM
October	1 Fed Environ Engr of the Year	ED
	15 HQUSACE SADBUs Spec of the Year	A&A/Construction
	15 Women in Science and Engineering (WISE)	ED
	30 Arthur S. Fleming Award	SLC
November	15 Outstanding Logistician of the Year	A&A/LM
	15 Nick Hoge Award	SLC
December	8 William H. Kushnick Award	CPAC
	15 Meritorious Logistician of the Year	A&A/LM



DEPARTMENT OF THE ARMY  
BUFFALO DISTRICT, CORPS OF ENGINEERS  
1776 NIAGARA STREET  
BUFFALO, NEW YORK 14207-3199

REPLY TO:  
ATTENTION OF:

EXP: Indefinite

CELRB-CP (690)

15 DEC 2000

MEMORANDUM FOR All Buffalo District Employees

SUBJECT: Commander's Policy Letter No. 11 - Support for the Department of Defense Priority Placement Program

1. The Department of Defense promotes the stability of civilian employment through its Priority Placement Program, by affording maximum placement assistance to employees affected by base closures, reduction in force, and transfer of function. I support the spirit and intent of this program, and expect all managers and supervisors to do the same. I recognize that a mandatory placement program of this nature creates some resistance and opposition from selecting officials. However, it is the responsibility of the District leadership to eliminate that opposition, by focusing on the positive aspects of the program, which include reduction of recruitment and training costs, improved employee morale, reduction of severance payments within DoD, and especially the retention of highly qualified DoD personnel.
2. With the advent of continued drawdowns of personnel within DoD, we can expect increased emphasis on this program. The objectives of the Priority Placement Program have my personal support and commendation.

GLEN R. DeWILLIE

LTC, EN

Commanding



REPLY TO:  
ATTENTION OF:

**DEPARTMENT OF THE ARMY**  
**BUFFALO DISTRICT, CORPS OF ENGINEERS**  
**1776 NIAGARA STREET**  
**BUFFALO, NEW YORK 14207-3199**

EXP: Indefinite

CELRB-SO (385)

**1 5 DEC 2000**

MEMORANDUM FOR All Buffalo District Employees

SUBJECT: Commander's Policy Letter No. 12 – Safety Briefings for Official Visitors to Buffalo District Project and Construction Sites.

1. References:

- a. EC 385-1-216, dated 25 April 1997
- b. EM 385-1-1, dated 3 September 1996.

2. Purpose: The purpose of this Policy Letter is to establish procedures for safety briefings prior to official visits to Buffalo District project and construction sites.

3. Applicability: All Buffalo District Employees and Official Visitors to Project and Construction Sites.

4. Policy: All Buffalo District employees and official visitors to permanent projects, active floating plant operations or construction sites must be aware of hazards which may cause injury or death. Prior to visiting any project, construction or floating plant operation, District employees and official visitors must contact the responsible Area Engineer, Project Manager, or Floating Plant Master to schedule the visit. The responsible manager will provide the required safety briefing. The safety briefing shall address current site hazards; protective measures; requirements for personal protective equipment (PPE); emergency procedures; identification of restricted areas; and, any other information necessary to ensure visitor safety and health. Visitors who fail to follow this procedure will be denied access to the project or construction site.

5. Any questions may be addressed to the undersigned.

  
GLEN R. DeWILLIE  
LTC, EN  
Commanding



REPLY TO  
ATTENTION OF

**DEPARTMENT OF THE ARMY**  
BUFFALO DISTRICT, U.S. ARMY CORPS OF ENGINEERS  
1776 NIAGARA STREET  
BUFFALO, NEW YORK 14207-3199

08 March 2002

CELRB-EE

MEMORANDUM FOR All Buffalo District Employees

SUBJECT: Commander's Policy Letter No. 13- Consideration of Others Program

This memorandum rescinds Commander's Policy Letter No. 13- Consideration of Others Program Policy dated April 9, 2001, the memorandum for Division and Office Chiefs implementing guidance dated April 12, 2001, and the memorandum for distribution titled Consideration of Others Program Implementing Guidance dated August 24, 2001.

GLEN R. DeWillie

LTC, EN  
Commanding

Cc: AFGE  
Local 2930



REPLY TO  
ATTENTION OF

**DEPARTMENT OF THE ARMY**  
BUFFALO DISTRICT  
1776 NIAGARA STREET  
BUFFALO, NY 14207-3199

CELRB-DE (215)

12 August 2002

MEMORANDUM FOR All Buffalo District Employees

SUBJECT: Commander's Policy Letter No. 14 – Drug-Free Workplace

1. References: AR 600-85  
EM 385-1-1  
Executive Order 12564
2. Purpose: This Policy Letter is intended to emphasize a workplace that is alcohol- and drug-free.
3. Applicability: All District Employees.
4. Policy: It is Army policy that DA civilian employees must refrain from alcohol abuse or using drugs illegally, whether on or off duty. Substance abuse is inconsistent with the high standards of performance, discipline, and readiness necessary to accomplish the Army's mission. At no time while on duty may employees use or be under the influence of alcohol, narcotics, intoxicants, or similar mind-altering substances. Employees found under the influence of such substances will be immediately removed from the job site.
5. I am committed to the well-being of our employees, the successful accomplishment of our mission, responsiveness to our customers, and the fulfillment of our responsibilities to the public we serve.

  
GLEN R. DeWILLIE  
LTC, EN  
Commanding



DEPARTMENT OF THE ARMY  
BUFFALO DISTRICT, CORPS OF ENGINEERS  
1776 NIAGARA STREET  
BUFFALO, NEW YORK 14207-3199

REPLY TO:  
ATTENTION OF:

EXP: Indefinite

CELRB-RM (37)

15 DEC 2000

MEMORANDUM FOR See Distribution

SUBJECT: Commander's Policy Letter No. 15 - Separation of Duties for PR&Cs

1. Reference: Commander's Guide to CFO, issued by CELRD, December 1998.
2. Purpose: The purpose of this policy letter is to establish internal controls over the purchase request and commitment (PR&C) process.
3. Applicability: All personnel preparing or approving PR&Cs.
4. Policy: Individuals may not be assigned all four purchases related permissions in CEFMS Access Table 10.1 without written permission from the District Commander. For contractual PR&Cs, these permissions are Originate PR&C, Approve PR&C, Obligation Approver and Authorized Receiver. For credit card purchases, these permissions are Originate PR&C, Other Purchases Approver, Other Purchases Obligator, and Authorized Receiver. The fact that someone else signs the credit card statement and approves the invoice in CEFMS does not provide a separation of duties that meets minimum internal control standards.
5. Responsibilities:
  - a. Internal controls for transactions in the disbursing cycle require that an individual not execute all four permissions to initiate, approve, obligate and receive on any one purchase. This applies to all PR&Cs, both contractual and credit card purchases. However, it may be necessary for a few individuals to have all four permissions in order to perform various job duties as long as they do not exercise them all in the same transaction. Supervisors desiring that one of their employees have all four permissions will forward a written request through RMO to the District Commander.
  - b. When a BULK PR&C is used for credit card purchases, the credit card holder cannot execute the Authorized Receiver permission. Another individual must verify and receive the goods.

CELRB-RM

SUBJECT: Commander's Policy Letter No. 15 - Separation of Duties for PR&Cs

c. Internal Review will execute a CEFMS query monthly to determine if anyone has executed all four permissions on any one PR&C. If so, Internal Review will verify that the items were received and match them to the PR&C. Any cardholder that executes all four permissions in violation of this policy will have at least one access permission immediately revoked by RMO.

6. This supersedes Policy Letter No. 15 on this subject dated 6 July 1999. Any questions pertaining to this policy should be directed to the Resource Management Officer, Roger Brown, at extension 4127.

  
GLEN R. DeWILLIE  
LTC, EN  
Commanding

DISTRIBUTION :

D

Exp: Indefinite

CELRB-CT (37)

28 September 2001

MEMORANDUM FOR All Buffalo District Employees

SUBJECT: Commander's Policy Letter No. 16 - Unauthorized Procurement and Ratification

1. References:

- a. FAR and AFARS 1.602-1 Contracting Officer Authority.
- b. FAR and AFARS 1.602-3 Ratification of Unauthorized Commitments

2. I have zero tolerance for unauthorized procurements, which are a violation of proper contracting procedures and circumvent the authority and responsibility of contracting officers. I remind you that only contracting officers with valid warrants have the authority to bind the government contractually. No other individuals should authorize acquisitions, or direct changes in contract work that may result in claims against the government.

3. Although there is a procedure for the ratification of unauthorized obligations, the process can be lengthy, adds to the workload, and does not necessarily assure ratification. Failure to comply with these regulations may result in personal financial liability and/or disciplinary action. Consequently, all supervisors must ensure that their personnel are familiar with the correct procedures for obtaining supplies, equipment and services and are cautioned against taking any action that may result in incurring an unauthorized contractual obligation. To this end, the Contracting Division will provide a mandatory briefing annually to all District employees.

4. In closing, there is no excuse for violating proper contracting procedures. The seriousness of unauthorized procurements and any resulting ratification cannot be overemphasized. I expect the full attention and cooperation of all District employees in this matter.

  
GLEN R. DeWILLIE  
LTC, EN  
Commanding

RESERVED